

Arche	Fr. 18	Indonesia	Rs. 2500	Portugal	Esc. 80
Swiss	Fr. 0.55	Italy	1,1200	S. Africa	Rc. 125
Belgium	Fr. 70	Japan	Y500	Singapore	S\$4.10
Canada	Fr. 52	Denmark	Fr. 500	Sweden	SEK 110
Cyprus	Fr. 60	Norway	Fr. 6.00	Switzerland	Sw. 60
Denmark	Fr. 25	Iceland	Fr. 500	Spain	Esc. 50
Egypt	Fr. 12	Finland	Fr. 6.00	Portugal	Esc. 20
Finland	Fr. 12	Germany	Fr. 4.00	Portugal	Esc. 20
France	Fr. 6.00	Germany	Fr. 300	Yemen	Fr. 6.00
Germany	Fr. 2.20	Monaco	Fr. 6.00	Yemen	Fr. 6.00
Greece	Fr. 70	Portugal	Fr. 2.50	Turkey	Fr. 170
Hong Kong	Fr. 12	Portugal	Fr. 6.00	U.S.A.	Fr. 5.50
Ireland	Fr. 15	Philippines	Fr. 20	U.S.A.	Fr. 5.50

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,556

Thursday February 21 1985

D 8523 B

Traders step up pace  
on London Stock  
Exchange, Page 23

World news

Business summary

## Irish ease laws on birth control

The Irish Parliament last night voted to relax the country's laws on the provision of contraceptives, defying the clear opposition of the powerful Roman Catholic hierarchy.

The margin of 63 to 80 was considered comfortable, given the Government's overall majority of 6, and came at the end of a day when wavering Government backbenchers gradually fell in behind the measure.

Although the actual changes in the law are small, the result is a significant victory for the Prime Minister Dr Garret Fitzgerald.

### Anti-terrorist move

The Bank of Ireland lodged £1.75m (\$1.8m) in the Irish High Court after the Irish parliament passed a law enabling funds to be seized from the IRA and other illegal organisations. Page 24

### Peace plan rejected

The executive of the miners' union in Britain rejected terms, set out by the National Coal Board and sanctioned by the Government, for negotiations to end the 50-week-old pit strike. Details, Page 6

### Meese vote

U.S. senators from farming states threatened to block a vote on the nomination of Ed Meese for Attorney-General until the Reagan Administration offered more financial help for constituents. Page 24

### Zaccaro sentence

John Zaccaro, husband of former Democratic vice-presidential nominee Geraldine Ferraro, was sentenced in New York to perform 150 hours of community service for his role in a property fraud.

### N-plant accord

Moscow will sign an agreement at the International Atomic Energy Agency in Vienna today which will open its nuclear plants to international inspectors.

### MEP in Mafia trial

European Parliament member and former Italian TV personality Enzo Tortora appeared in court in Naples on charges connected with the mass trial of alleged members of the Camorra, the Neapolitan Mafia.

### Costa Rica row

Costa Rica told the left-wing Nicaraguan Government to cut the staff of its embassy from 47 to 10 amid deteriorating relations over a political asylum row.

### S. Africa truce

A tense truce fell on Crossroads, the black squatters' camp outside Cape Town where two days of demonstrations left at least 16 dead and 230 injured. Page 3

### Mayor jailed

An East Berlin court jailed Ernst-Hubert von Michaelis, mayor of the West German town of Arolsen, for six years for his role in a failed attempt by East Germans to escape to the West.

### Libyans imprisoned

Three Libyan students were jailed in Manchester, England, for a total of 23 years after they were found guilty of setting off several bombs aimed at opponents of Col Gadaffi.

### Frankfurt haul

Customs officers at Frankfurt airport seized 105 kg of explosives found in the luggage of a passenger arriving from Damascus.

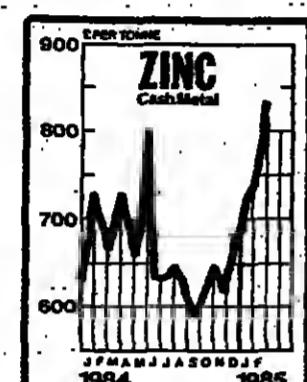
### Lebanese killed

A south Lebanon village was killed and two were injured when Israeli troops entered the Shia Muslim village of Bazourie. Page 3

## Valeo opposes link with Bosch

VALEO, troubled French car components manufacturer, is vigorously opposing a government-sponsored plan which would give West German rival Bosch a direct stake in its capital, but says it would welcome participation by Britain's Lucas group, which already holds a 50% (S5m) option on Valeo's stock. Page 26

**WALL STREET:** The Dow Jones industrial average closed up 2.54 at 1,283.13. Section III



ZINC values on the London Metal Exchange reached 11-year peaks. The cash price, threatened by a supply "squeeze" jumped by 22.5 to £335.5 a tonne, making a rise of £33 in the past three days, while the three-month quotation was £33 up at £798.25.

STERLING was weaker at the close in London, finishing at a record low of \$1.086 (£0.935). It was also lower at DM 3.825 (Fr. 3.8225), FF 11.07 (Fr. 11.08), SwF 3.065 (Sw. 3.0725) and Y283.75 (Y286.5). The pound's exchange index fell to 71.4 from 71.6. In New York, it was \$1.0915. Page 47

DOLLAR remained firm in London, up from \$3.339 (DM 3.3155), FF 10.125 (Fr. 10.1375), SwF 2.8215 (Sw. 2.808) and Y261.3 (Y268.5). On Bank of England figures, the dollar's exchange index rose to a record 152.7 from 152.1 in New York. It was DM 3.310, Fr. 10.80, SwF 2.817 and Y261.25. Page 47

GOLD closed unchanged on the London bullion market at \$332.75. It was slightly higher in Zurich at \$320.75. In New York the Comex April settlement was \$306. Page 46

TOKYO stocks were mixed in quiet trading with selective buying of blue-chip issues. The Nikkei Dow market average shed 4.7 to 12,152.37. Section III

LONDON trading remained thin. The FT Ordinary share index added 3.8 to 861.3. Gilt finished marginally higher. Section III

EUROPEAN stock markets continued buoyant as foreign buyers remained active. Records were set in Frankfurt, Amsterdam, Paris, Milan and Vienna. Section III

TRAFALGAR HOUSE, British industrial and services conglomerate, announced a one-for-five rights issue to raise £175m (£191m) and launched a £100m cash takeover bid for Haden, a mechanical and electrical engineering group. Page 24 and Lex; News analysis, Page 32

CARL ICAHN, Wall Street financier, released a list of institutions which have promised to help to finance his \$60-a-share tender offer for 70% Phillips Petroleum shares. Page 25

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COMPAGNIE Générale d'Électricité (CGE), the French state-owned electronics and energy conglomerate, is setting up a U.S. venture capital fund, backed by a string of U.S. and French institutions. The aim is to invest \$100m in small, high-technology American companies over the next few years.

The venture, announced yesterday, is the biggest in a series of initiatives by state-owned French groups to take stakes in high-growth U.S. businesses as part of efforts to catch up France's technological lag.

The fund is to be set up in partnership with Shearson Lehman, the Wall Street securities and investment firm which is a subsidiary of American Express.

The aim is for CGE and its French partners consisting of unnamed financial and industrial groups, many of them from the nationalised sector - to invest about \$60m in the project, with \$100m coming from the American side.

The cash is expected to be invested mainly in the electronics sector close to CGE's own mainstream

## Volcker says Fed is not tightening monetary policy

BY STEWART FLEMING AND PAUL TAYLOR IN WASHINGTON

THE Federal Reserve Board has stopped encouraging short-term interest rates in the U.S. to decline and is being more cautious in providing funds to the banking system. Fed chairman Mr Paul Volcker told the Senate Banking Committee yesterday.

He firmly denied, however, that the U.S. central bank's moves are equivalent to any tightening of the Fed's monetary policy. "This is not the end of process where pressures on (bank) reserve positions were falling... (and) we have been a bit more cautious in providing reserves because the money supply has been rising fairly rapidly recently," Mr Volcker explained.

In his congressional testimony, Mr Volcker also disclosed that the central bank's policy-making Open Market Committee (FOMC) was taking a more optimistic view of the outlook for the U.S. economy in 1985 than it did seven months ago.

It is assuming, however, that the strong dollar will fluctuate around levels established in recent months and that Congress will take action to reduce the \$300m federal budget deficit "significantly," something which is far from certain.

The FOMC has left unchanged the 4.7 per cent target range for the growth of M1, the most important of the monetary aggregates, while raising the upper end of the target ranges for M2 and M3 by half a percentage point to 6.2 per cent and 6.8 per cent respectively. It has also raised by a full point the target for the growth of domestic non-financial debt, bringing it to 6.4 per cent.

Mr Volcker stressed, however, that "the modifications are in response to analysis of information

### Federal Reserve projections for U.S. economy for 1985

Real GNP	% increase
1984	2.5-4
1985	3.5-4
1986	4-7

now available and do not represent any change in policy intentions."

In spite of Mr Volcker's reassurances that the Fed was not tightening policy, Wall Street reacted nervously to the tone of his comments. Short-term interest rates rose significantly and the prices of long-dated bonds fell amid disappointment that Mr Volcker did not have more encouraging words to say about the possibility that interest rates could fall further.

In the wake of his comments, the Fed intervened actively in the money markets, adding funds in what appeared to be an effort to dispel dealers' anxieties.

In both his testimony and answers to questions by the senators on the committee, Mr Volcker welcomed the strong economic growth and subdued inflation he expects for 1985 but also emphasised once again the risks which the central bank sees lying ahead if action to reduce huge federal budget deficits is not taken.

Continued on Page 24

Details, Page 4; Editorial comment, Page 22; Money Markets, Page 47

## Olivetti buys into Acorn as Sinclair cuts output

BY JASON CRISP IN LONDON

OLIVETTI, the Italian computer and office products company, is to pay £1.04m (\$1.13m) for a 49.9 per cent stake in Acorn, the troubled British microcomputer company.

The announcement yesterday came two weeks after Acorn's shares were suspended after a cashflow crisis and a sharp fall in confidence.

Meanwhile Sinclair Research, the UK's largest supplier of home computers, has temporarily halted deliveries of its Spectrum and QL computers from some suppliers while it reschedules and reduces production. It has also postponed from January to May plans to enter the North American market with a mail order launch of the QL computer.

Acorn and Olivetti said they were to enter into a "co-operation protocol" giving Acorn access to Olivetti's international marketing operation.

Continued on Page 24

Analysis and details, Page 7; Lex, Page 24

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Although the main target of other French venture capital funds in the U.S. has been California, company officials said last night that several other areas for investment, including places such as Boston and Dallas, were being considered, with several proposed investments already under review.

Average investment of the fund in individual companies would be about \$2m, officials said. Stakeholders in the fund by participating companies and institutions would range from around \$1m to \$2m.

The CGE announcement underlines the overall pragmatic switch in French public sector industry

fields such as telecommunications and office equipment.

Mr Georges Pebereau, CGE's chairman who announced the fund, has over the past 12 months pointed the U.S. as the prime target of the group's expansion.

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polices since the sweeping nationalisations of three years ago.

Paribas and Suez, the two state-owned financial and industrial holding groups, along with the state-owned insurance groups, and Elf Aquitaine, the oil giant, have keen interests in U.S. venture capital funds. The state atomic energy commission is also planning such investments.

## EUROPEAN NEWS

## Sweden tightens investment curbs on South Africa

BY DAVID BROWN IN STOCKHOLM  
SWEDEN'S PARLIAMENT yesterday passed the Social Democratic Government's controversial anti-apartheid legislation which further limits the ability of Swedish companies to invest in their South African subsidiaries.

The law specifically prohibits companies from leasing new equipment without special dispensation. This closes a loophole in the previous legislation, which only prohibited the buying of equipment.

The provision also applies to subsidiaries of Swedish companies in third countries which are investing in South Africa, giving rise to serious concern among several OECD members about a potential conflict in legal sovereignty.

Reporting requirements have been expanded, and the Swedish government given authority to halt technology transfers. Loans have also been prohibited in an effort to "change the social system in South Africa and abolish apartheid."

The Industry Federation in Stockholm claims that the law will erode Swedish corporate competitiveness in the South African market without improving the living standards of blacks. Mr Mats Hellström, the Trade Minister, responds however, that it is necessary to "encourage as many countries as possible to take similar action, even at the cost of market share."

The Government has also sent out a recommendation to public

agencies to limit their sport and cultural and scientific contacts with the Pretoria regime. However, it has retained its option to grant exemptions to the new law's general investment prohibition, and has dismissed ideas for a total trade boycott as unenforceable.

Swedish exports to South Africa between January and November last year were worth SKr 1.49bn (£145m), an increase of 51 per cent over 1983.

There are 11 Swedish companies with a total annual turnover in South Africa of roughly SKr 1.8bn. These include SKF, the bearing manufacturer, the Alfa Laval and Atlas Copco engineering groups, the Fagersta and Sandvik steel groups, and the Esselte office equipment manufacturer.

Atlas Copco is the single largest foreign supplier of mining equipment and drill steel in South Africa. "We cannot survive without this market," said Mr Bo Ekdof, a company spokesman.

"The financial leasing restriction, which we have used a great deal, will put us at a further disadvantage against our U.S. British and South African competitors, when the time comes to start increasing our investments again," he said.

The Government's right to impose a freeze on technology transfers is even more worrisome," he continued. "That would make continued operation an impossibility."

## Nato puts security ideas to Stockholm conference

BY OUR STOCKHOLM CORRESPONDENT

NATO YESTERDAY tabled proposals at the European Security Conference here for verification methods which they termed as an indispensable condition for agreement on any new confidence building measures at the talks.

The working document includes a potentially thorny provision for on-site inspection of military activities. This would supplement earlier Nato ideas to extend advance notification of land-based out-of-garrison manoeuvres, mobilisation and amphibious operations in Europe as a way of reducing

the chance of accidental war.

Overall, Nato is pressing for a final document which goes "significantly beyond" the 1975 Helsinki Final Act.

The Warsaw Pact states have traditionally rejected on-site verification procedures as a threat to national security. They have also pointed out recently that the latest Nato proposals do not cover naval or air activities unrelated to land-based manoeuvres.

None the less, the 35-nation conference has slowly moved towards a negotiating phase after a year of deadlock.

## ATT-Philips in £20m UK telecom order

BY LAURA RAUN IN AMSTERDAM

ATT-Philips, the joint U.S.-Dutch telecommunications venture, has received a £20m (\$21.8m) order from British Telecom (BT) for nine digital telephone exchange switching systems to be used in a free-phone network.

The eagerly-sought contract comes at a crucial time for ATT-Philips, since sales of its 5ESS-PRX switching system have lagged amid fierce competition.

The BT contract could lead to a second, much larger order to supply an alternative to BT's System X with the two orders totalling more than \$1bn over several years. The prestige factor alone of the BT business is considered a boon to any of the telephone companies involved. There has been speculation that without the big BT order ATT-Philips could face difficulties.

ATT-Philips is a one-year-old joint venture of American Telephone and Telegraph (AT&T) the U.S.-based telecommunications company, and Philips, the Dutch electronics giant. The U.S.-Dutch company was competing against Northern Telecom of Canada and the Anglo-Swedish Thorn-Ericsson for the BT order.

Under the contract, ATT-Philips will supply and install the 5 ESS-PRX systems associated data bases and other support systems for BT's Linkline, free-phone network. Installation will begin at the end of this year and be completed in 1987.

The software for the data bases will be produced at ATT-Philips' UK subsidiary. Assembling and testing of the switching systems will be done in The Hague, and special parts will come from the AT&T's Oklahoma City factory.

A possible sign of Philips' impatience with its switching-system sales is the establishment of a new subsidiary with the aim of widening activities into fibre-optics cellular car and microwaves.

The new subsidiary, which will be based in Hilversum along with the parent company, will broaden the range of products available to national telecommunications agencies, the joint venture's prime market.

The move is viewed as an effort to bolster ATT-Philips' sales which amounted to \$1.6bn (£160m) in 1984, with much of that deriving from orders previously won by Philips' telecommunications unit.

AT&T expands toll-free service, Page 23

## Hopes rise after talks on Mideast

By Patrick Blum in Vienna

U.S. and Soviet officials concluded two days of talks on the Middle East here yesterday amid cautious hopes that the diplomatic logjam preventing progress towards a settlement of the Arab-Israeli conflict might soon be broken.

Though neither side would comment, Mr Richard Murphy, the U.S. Assistant Secretary of State for Near Eastern and Asian Affairs, indicated that statements would be made in Washington and Moscow.

The more optimistic atmosphere surrounding the talks was the result not so much of what was said in Vienna, as of a comment in the meeting made by Mr George Shultz, the U.S. Secretary of State, in Washington.

Mr Shultz, though choosing his words very carefully, gave the impression that the U.S. administration was at least considering new moves in the Middle East. "We are prepared to work in a helpful and direct way, whatever we see the time is right if it appears appropriate," he said. "It may be that this would occur sometime soon."

U.S. officials here made it clear before and during the talks that any more formal negotiations on the Middle East must be preceded by clear signs that Moscow was prepared to ease tensions in the area. These should include a restoration of diplomatic ties between the Soviet Union and Israel and better treatment for Jews in the Soviet Union.

AP adds: Mr Shimon Peres, the Israeli Prime Minister, said yesterday in Rome that he was ready to go to Jordan to open peace talks and issued an invitation to King Hussein to visit Jerusalem.

Speaking before leaving for Romania, he played down the importance of U.S.-Soviet consultation on the Middle East and dismissed proposals for an international peace conference involving Moscow.

Mr Peres and Sig Bettino Craxi, the Italian Prime Minister, both endorsed direct Arab-Israeli talks as the best way to obtain peace in the region.

In Tunis, the Palestine Liberation Organisation's executive committee has approved the accord on a joint Middle East peace strategy signed by Mr Yasser Arafat, the PLO leader, and King Hussein of Jordan, Palestinian officials said.

Details of the accord have not been made public but some reports say it calls for a joint Jordanian-PLO or Arab-PLO delegation to an international peace conference aimed at the creation of a Palestinian state on the Israeli-occupied West Bank of the Jordan and Gaza Strip, and confederated with Jordan.

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Primo Minister Wilfried Martens' centre-right coalition is due to decide, possibly on Friday, whether to go ahead with the missile deployment despite strong grassroots opposition in his Flemish Social Christian party.

Belgian anti-cruise protesters march

BELGIAN anti-nuclear weapons campaigners set off on a four-day march to Brussels yesterday to try to persuade the Government not to go ahead with Nato plans to deploy cruise missiles from next month. Reporters from Florence.

A group of 38 demonstrators from Belgium, France and the Netherlands, one for each of the planned missile sites, left on the 100km walk to the capital.

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The coming of the Left to power in 1981 gave a new impetus to the "Plan." But it

is now a victim of the experts.

Given such an ambitious role, it is not surprising that the employers' time and the additional information it provides is marginal. "It is interesting as a club of reflection," says an official of the employers' federation. "But it is not a place of decision or of influence on the Government."

None of this is much different in concept from the "think tank" for the Government. Industry and the unions that can throw a searchlight on medium and long term issues and detect problems looming on the horizon. He sees it also as a place where the three main actors in the economy can meet free from the pressures of negotiation or political ideology.

For M Guillaumé—at 41 the youngest Commissioner in the history of the Plan—there is a new type of "think tank" for the Government. Industry and the unions that can throw a searchlight on medium and long term issues and detect problems looming on the horizon. He sees it also as a place where the three main actors in the economy can meet free from the pressures of negotiation or political ideology.

M Guillaumé, who took over as head of the "Plan" eight months ago, is focussing its work on four or five key topics, including restraining and job flexibility, and the implications for consumer demand of future changes in the age,

Industry has no wish for the "Plan" organisation to be

credited in projecting that

provides something of a false

and unions for the first time freedom of pricing would

spring back after the first oil

crisis, a real rate of 5 per

cent a year. It also suffered

from the distrust of planning

former President Giscard d'Estaing at a time when com-

panies were in any case deve-

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The "Plan" has, in many ways, become the victim

of expectations raised by its exalted role in the

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## AMERICAN NEWS

## VOLCKER TESTIMONY TO CONGRESS

MR PAUL VOLCKER, chairman of the Federal Reserve Board, testified yesterday before the U.S. Senate committee on banking, housing and urban affairs. The following are excerpts of his remarks on Fed monetary policy, the U.S. economy and prospects for growth, inflation and the dollar.

At its meeting last week the Federal Open Market Committee (FOMC) agreed to some small changes in some of the ranges for the monetary and debt aggregates tentatively set out last July. The modifications are in response to analysis of information now available and do not represent any change in policy intentions.

The ranges for growth in money and credit are expected by FOMC members and non-voting Reserve Bank presidents to support another year of satisfactory economic expansion without an acceleration of inflation. Forecasts of real gross national product growth centred around rates of 3½ to 4 per cent from the fourth quarter of 1984 to the fourth quarter of 1985, rates anticipated to be sufficient to reduce the unemployment rate to around 6½ per cent by year-end. Inflation, as measured by the GNP deflator, was expected most frequently to be in the range of 3½ to 4 per cent over the year, about the same rate as prevailed in 1984.

In view of the necessarily tenuous nature of any judgment about the outlook for exchange rates, FOMC members, in preparing their projections, assume that the dollar would fluctuate in a range encompassing its level of recent months. They also assumed that the federal budget deficit would be reduced significantly in fiscal 1986 relative to baseline projections, a development that would help damp both interest rate and inflationary expectations. Obviously, those assumptions sug-

ECONOMIC PROJECTIONS FOR 1985					
	Federal Reserve*	Central tendency	Administration	CBO†	
Change 4th quarter 1984 to 4th quarter 1985 (%)					
Nominal	7.0 to 8.5	7.5 to 8.0	8.5	7.7	
Real GNP	3.25 to 4.25	3.5 to 4.0	4.0	3.4	
GNP deflator	3.0 to 4.75	3.5 to 4.0	4.3	4.2	
Average unemployment rate	6.5 to 7.25	6.75 to 7.0	6.9	7.0	
4th qtr. 1985 (%)					

\* Federal Open Market Committee members and other Federal Reserve Bank presidents. † Congressional Budget Office.

Growth ranges for the aggregates adopted for 1985 in comparison with those for 1984

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Percent increases

Adopted ranges Tentative ranges for 1985 set in mid-1984

Ranges for 1984

M1 4 to 7 4 to 7 4 to 8

M2 6 to 9 6 to 8 6 to 9

M3 6 to 9½ 6 to 9 6 to 9

Domestic non-financial debt 9 to 12 8 to 11 8 to 11

Percent increases

Adopted ranges Tentative ranges for 1985 set in mid-1984

Ranges for 1984

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Domestic non-financial debt 9 to 12 8 to 11 8 to 11

Percent increases

Adopted ranges Tentative ranges for 1985 set in mid-1984

Ranges for 1984

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The partnership at work. From left: Jack Pope, American Airlines Senior VP and Treasurer; Bob Lewis, Chase Corporate Banking; and Tom Florio, Chase Capital Markets.

## **The Chase Partnership.**

### **Investment and aerospace bankers working with American Airlines to meet their changing treasury needs.**

Working from our unique depth of knowledge of the airline industry, Chase Investment Bankers and Relationship Managers combine capabilities for innovative financial structuring, accessing new sources of funds as well as sophisticated assessment of risk—all within one organization. The result of this close collaboration: expeditious, effective financing solutions for our corporate customers worldwide.

## **The Chase Partnership**



**Global Network**

**Industry Understanding**

**Investment Banking**

**Treasury Expertise**

**People**

## UK NEWS

## Miners reject coal board terms for peace

BY JOHN LLOYD AND PHILIP BASSETT

LEADERS of the National Union of Miners (NUM) last night rejected the latest proposals from the National Coal Board (NCB) aimed at resolving the 50-week-old pit strike.

The decision of the NUM executive, thought to be unanimous, is likely to be endorsed today by a recalled delegate conference of the union meeting in London.

NUM executive members were dismayed that the latest proposals seemed to them even tougher than those examined by the union at the weekend. Mr Sid Vincent, Lancashire miners secretary, said: "Quite honestly, I think we have been beaten. It's worse than Sunday."

The executive reaffirmed its decision to maintain the dispute and to stand by its version of the proposals put to the NCB at the weekend.

This may mean that Mr Norman Willis, general secretary of the Trades Union Congress (TUC) may face a long haul with other senior TUC officials in trying to restart the peace process.

The miners' executive met yesterday to decide whether to accept the terms set out by the NCB and sanctioned by the Thatcher Government for negotiations to end the strike.

Terms of the NCB document committed the board to running an "economically sound industry" and

to "taking the final decision" on the future of pits. It also retained the final say on pit closures where no further coal reserves could be developed - the issue that goes to the root of the strike.

In talks between the seven-man TUC liaison group and energy ministers earlier yesterday and between the TUC seven and Mr Ian MacGregor, the NCB chairman, later yesterday, a number of amendments were agreed to the proposals originally submitted to the NUM a week ago.

These changes were minor and in no way affected the principles of the NCB document.

The changes in the document were achieved yesterday by Mr Peter Walker, the Energy Minister, against the initial opposition of Mr MacGregor. However, the "constructive" attitude of Mr Norman Willis, the TUC general secretary, and his colleagues impressed ministers - including Mrs Margaret Thatcher, the Prime Minister, who thanked them on Tuesday.

There were signs early yesterday afternoon of some dissent between the TUC and the miners' leaders. A meeting of the NUM executive scheduled for 2.30 broke up within minutes, after the executive added extra tax to power bills to meet the abnormal running costs of the

## Outlook for economy confused

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

THE CENTRAL Statistical Office (CSO) has abandoned the view that the UK's economic recovery will end in the earlier part of this year.

It said yesterday the latest batch of economic indicators showed a confusing picture which was difficult to interpret.

From the end of last summer the CSO was saying its indicators were suggesting the current business cycle would reach a peak this spring and the pace of economic growth would slow down after that.

Yesterday it said the longer leading economic indicator, which predicts economic turning points a year ahead, had moved up in January for the fourth successive month.

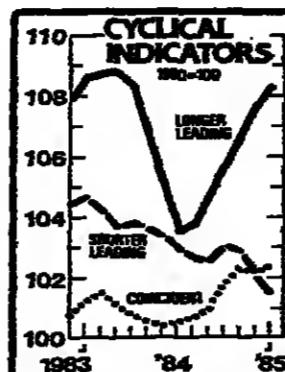
From May the indicator had shown signs of a downward trend, but this proved to be short lived and

later information suggested the downward movement had been less pronounced than had been thought at the time.

A puzzling aspect of yesterday's figures, however, was that the shorter leading indicator - which predicts turning points six months ahead - has been moving downward since October, while the coincident indicator - which shows the present state of the economy - showed little change in the past three months.

The CSO said interpretation of the figures had been made more difficult by the effects of the coal strike, as well as inconsistencies between the turning points suggested by different indicators.

In its latest published forecast, in



November, the Treasury predicted national output would grow 2.5 per cent in 1984 and 3.5 per cent in 1985.

## Walker 'against' electricity surcharge

BY MAURICE SAMUELSON

MR PETER WALKER, the Energy Secretary, is understood to want the Government to write off the estimated £1.6bn costs of burning oil at power stations during the coal strike, rather than to pass it on to consumers' electricity bills as a "Scargill surcharge" - named after the president of the National Union of Mineworkers.

This emerged yesterday as fears among Conservative backbenchers that the Treasury would seek new ways of raising revenue from the income of the electricity industry. They include adding value-added tax to power bills to meet the abnormal running costs of the

Central Electricity Generating Board (CEGB) to prevent power cuts during the miners' strike.

Mr Walker and his advisers are anxious to defer as long as possible any clash with the Treasury on this issue, which first rose last autumn in the discussions about the electricity industry's financial targets.

Nevertheless, energy officials acknowledge that the issue cannot be shelved indefinitely. They are likely to argue that no "Scargill surcharge" will be levied on the three main loss-making nationalised industries - coal, steel and the railways - and that the profit-making electricity industry should be spared, despite the Treasury's tendency to regard it as a milch cow.

Although Treasury civil servants might favour a surcharge, some of their Energy Department colleagues are hoping that Mr Nigel Lawson, the Chancellor of the Exchequer, will take account of the anxieties of Tory backbench MPs about the adverse effect it will have on their constituents.

It says that building societies - saving institutions which lend money to home buyers - are repossessing houses at a greater rate than ever.

In 1983, 0.43 per cent of mortgage repayments were six to 12 months

## Erosion of Civil Service pay levels 'conceded by Treasury'

BY DAVID BRINDLE, LABOUR STAFF

TREASURY OFFICIALS have indicated that they accept that civil servants have fallen behind in the pay league, according to union negotiators.

The Treasury has also hinted strongly in the first round of Civil Service pay talks that there may be an early offer or offers and that something may be done to help even though there were differences between us which we are exploring further.

Union leaders are not drawing too much comfort from the intentions. They are sceptical about the capacity of Treasury officials to influence ministers these days and are hardened by the disappointments of previous years.

However, they have been pleasantly surprised by the relatively constructive mood of the talks.

The unions have this year submitted eight separate claims on behalf of 500,000 civil servants. Most

of the claims are based on a demand for 15 per cent or £15 flat rate, but detailed negotiations are being conducted.

Mr Alastair Graham, general secretary of the Civil and Public Services Association, said Treasury negotiators had "seemed to accept that we have fallen behind even though there were differences between us which we are exploring further."

He said that Mr Peter Kenn, Treasury deputy secretary with responsibility for pay, had admitted that, "if the private sector confirmed that in most cases there is little or no difference between civil servants' rates and earnings."

Mr John Sheldon, general secretary of the Civil Service Union, said: "The fact that we are now talking at a technical detail about the claim and about their response to it could be perceived to be optimistic."

## Mortgage arrears show sharp rise

BY DAVID LASCELLES

ARREARS on repayments of mortgage loans advanced for house purchase have risen sharply in recent years, according to a study published by the Building Societies Association (BSA) yesterday.

It says that building societies -

repossessions totalled 5,230, pointing to about 11,000 for the whole year.

Repossession levels of arrears among the lowest in large European countries and the US, and mortgage

players have a better record than property renters.

The main cause of arrears is financial problems which account for 30-40 per cent of repossession cases. Unemployment accounts for a similar amount but does not according to the BSA seem to have had as great an effect on arrears and repossession as might be expected.

The number of arrears per cent or so are due to "financial mismanagement."

## Austin Rover plans computer-aided engineering system

BY LYNTON McLAIN

AUSTIN ROVER, the volume car subsidiary of state-owned BL, expects to have a fully integrated computer-aided engineering system in two years' time.

Computer-integrated engineering work at Austin Rover, with feedback between manufacturing and design, was already producing substantial savings for the car group. Mr Howard Wyman, its staff director of computer-aided engineering, said yesterday.

The company was developing an overall integrated strategy covering the design and manufacture of vehicles from concept to production, he said. The strategy provided greater interaction between design and manufacture. Decisions on design often controlled process routes and vice versa, and new manufacturing methods affected the design of components.

The objective was to permit the design analysis and manufacture of vehicles using only data stored on the computer, "Mr Wyman told delegates at a Financial Times conference on automated manufacturing in London.

With current technology, all the product design data could be stored on a common database, making data readily available to all designers and engineers. This database formed the kernel of the computer-integrated engineering at Austin Rover, with the aim of getting three major benefits of consistent high quality, optimum design and short lead times.

The Pressed Steel Fisher car body subsidiary of Austin Rover had already achieved a 30 per cent reduction in the time taken to design, produce and test the dies for pressing car body panels through the use of computer-aided design (CAD). The finished dies were "untouched by human hand," Mr Wyman said. Before CAD, die-tool surfaces had to be hand-finished and took between three weeks and four weeks.

"Although computer-integrated engineering is not yet completely implemented within Austin Rover, the way the computer is integrating design and manufacturing, and producing the anticipated benefits, is already apparent," he said.

Once the concept design from CAD was available, all downstream engineering departments could get on with their design work simultaneously. In the past, the engineering departments had to work in sequence.

Mr Frank Turner, director of manufacturing engineering at Rolls-Royce, the aero-engine company, said that the initial selection criterion applied to proposed automation projects was that "expenditure on equipment should be repaid within one year."

Strong candidates for the application of advanced manufacturing were "those parts critical to the performance and reliability of your products."

Mr Turner continued: "We must be prepared for no less than a cultural revolution in which we cease to think of our companies as separate departments with responsibility passing from one to another in the life of a component."

Rolls-Royce had started training courses throughout the company to ensure an understanding of what advanced manufacturing technology could do. Directors of Rolls-Royce and senior and middle management had been on courses to enable management "to understand the details and the language of the technology, so they can lead others in its implementation."

Mr Paul Crouch, the manager of computer-aided design and manufacturing and test development at Plessey Radar, said that CAD had cut the effort to produce drawings for a new radar from 240 man-weeks to 64 man-weeks. But he warned that "one should not try to justify the technology on the basis of savings in drawings alone."

The techniques had enabled the company to deliver the radar four months early. "That can make the difference between getting a contract and not getting a contract."

**FINANCIAL TIMES**

**Automated**

**Manufacturing**

**CONFERENCE**

## 44 and Self-Employed? Here's how you could have a pension at 65, of £61,119 every year for life. For £1,200 p.a. net.

(Your first year's pension alone would then be more than twice the sum of your total contributions.)

Man Aged Next Birthday	Tax Rate %	Annual Net Cost to you after tax-relief	Estimated Gross Pension every year from 65
35	30	£700	£72,320
35	40	£600	£72,320
35	30	£1,050	£108,850
35	40	£900	£108,850
45	40	£1,500	£50,900
45	60	£1,000	£50,900
45	40	£1,800	£61,119
45	60	£1,200	£61,119
55	40	£3,000	£20,757
55	60	£2,000	£20,757
55	40	£3,600	£24,919
55	60	£2,400	£24,919

All figures suppose current immediate annuity rates at 7/2/85 apply at the time, and that current bonus rates, including final bonuses, are maintained throughout. Future bonuses depend on future profits. Therefore future bonus amounts cannot be guaranteed.

That's how attractive a Personal Pension from Friends' Provident could be.

The example we give is for a man, 45 next birthday, paying tax at a rate of 60%. (See the table on the right.) In just the first year of retirement you could receive a Personal Pension more than twice the size of your total net contributions, paid over the life of the policy.

But the advantages are just as compelling at whatever age you join. And whatever your tax rate.

What's more your benefits accrue free of income tax or capital gains tax.

And when you retire your personal pension will be taxable as income in the normal way.

How good your Friends' Provident Personal Pension could be.

The examples given in the table assume current annuity and bonus rates are maintained throughout.

However, for many years, Friends' Provident have consistently declared a high rate of bonus. And though future bonuses do depend on future profits and cannot be guaranteed, we have earned a reputation as offering one of the best performing ranges of 'with-profit' policies.

Who's eligible?

You are eligible for the benefits of a Friends' Provident Personal Pension if you are self-employed, or a partner in a business or profession, or if you earn any part of your income from UK employment which does not provide a company pension scheme.

Payment plans to suit you.

With Friends' Provident, you don't have to commit yourself to a fixed payment every month, or even every year.

You can undertake a regular payment programme. Or if your income is liable to fluctuation, you can make use of Friends' Provident Single Payment Bonds.

With Friends' Provident, in fact, you have almost total flexibility.

Start today, and you could enjoy 6 years' backdated tax relief.

You can also catch up on unused tax-relief for the previous 6 years.

So even if you take out a new Friends' Provident Personal Pension Policy today, you can claim unused tax relief right back to 1978/79.

Tax relief at the highest rate you pay.

You are allowed at present by the Inland Revenue to treat 'approved payments' for a personal pension as an expense.

Therefore you can qualify for tax relief at your highest rate of tax.

So, if your highest rate is 40%, or even 60% -

that's how much tax relief you receive on your contributions.

What are 'approved payments' qualifying for tax relief?

Tax relief is allowed on up to 17½% of net relevant earnings.

These are defined as all your earned income from non-pensionable employment, less expenses connected with running your business, including stock relief and capital allowances.

If you were born before 1934, however, you can make larger contributions than 17½% with full tax relief, as below.

1916 - 1933 20% 1914 - 1915 21%

1912 - 1913 24% 1910 - 1911 26½%

## Britain may bid to stage Olympics

BRITAIN is considering the possibility of launching a late bid to stage the 1992 Olympic Games in London, spurred by the commercial success of the Los Angeles Olympiad last summer.

Mr Neil Macfarlane, Minister for Sport, said a report that the Government would back a proposal from the British Olympic Association (BOA) to hold the Games in London was "speculative".

He confirmed that at a recent meeting with BOA officials he had asked how they viewed the prospects of a British city staging the Games "in 1992 or thereafter". As a result the association was considering whether a bid would be feasible.

At least six other cities, Barcelona, Belgrade, Brisbane, New Delhi, Paris and Rotterdam/Amsterdam, are putting in bids, with Barcelona the present favourite.

London, which has already staged Olympics in 1908 and 1948, would initially be very much the outsider. The final decision will be taken by the 89-member International Olympic Committee in the spring of next year.

□ BRITISH TELECOM yesterday launched six phone-in business information services which provide reports on the latest developments on the stock market and foreign exchanges.

Each bulletin on the stock market, performance of leading shares, company news, active shares, foreign exchange and world markets lasts about two minutes and costs up to 20p a minute. The service is provided 24 hours a day, seven days a week, but after 6pm or at weekends, end-of-day reports only are available, and calls are charged at off-peak rates.

Existing recorded services such as the speaking clock, cricket scores, recipes and horoscopes and the Financial Times own share information service, Cityline, are available at the price of a local call.

□ THE BBC plans to give greater emphasis to television and radio programmes designed to help people come to terms with unemployment.

Mr Alasdair Milne, the BBC director general, said: "With more than 3m out of work and many young people uncertain whether they will ever have a job, the BBC clearly has a duty to do all it can to help people tackle this problem in a positive way."

□ SPENDING on gambling in Britain of about £2bn an year is unlikely to increase in the near future, but there is likely to be a shift away from horse racing to casinos, according to a survey by Mintel, the market intelligence company.

□ PANASONIC, the Japanese consumer electronics company, is entering the UK camera market. It aims to capture 2.3 per cent of the UK compact camera market by the end of this year.

□ THE GOVERNMENT would consider removing the embargo on British arms sales to Israel when the present Israeli troop withdrawal from Lebanon is completed, Mr Richard Luce, Foreign Office Minister of State, told MPs.

□ EUROPEAN Commission has agreed to back the preparation of a comprehensive development programme for regenerating the economy of rural Wales with the help of EEC funds.

□ VOLUNTARY retirement of several hundred naval ratings is sought by the Ministry of Defence in an effort to reduce the overall strength of the force which now stands at 63,300. The cuts are sought from the support services such as caterers and training instructors, rather than from the "front line" strength.

□ MOBIL, Texaco and British Petroleum have followed Shell earlier this week in announcing a 2.7p a gallon rise on the price of petrol which takes the retail pump price to 194.6p a gallon.

Esso, which vies with Shell for the leadership of the UK petrol market, is expected to make a similar increase today.

□ BREWERS lost the sale of up to 500,000 barrels of beer last year as a direct result of the miners' strike, according to Sir Derrick Holden-Brown, chairman of Allied Lyons.

Sir Derrick said that the miners' strike had trimmed between 1 and 1.5 per cent off the total beer market last year of 3.7m barrels. In volume terms, this amounted to between 370,000 and 500,000 barrels.

## Saudi zoo project dropped

BY JOAN GRAY AND GORDON CRAMB

INTRY, a British joint venture company set up in 1982 to build a £20m zoo in the Saudi Arabian capital Riyadh, has been put into receivership after persistent problems with the deal, its biggest contract.

Intry is owned equally by Henry Boot & Sons, the Sheffield-based international contracting and engineering group, and the privately-owned W.S. Try construction company of Uxbridge, near London.

Boot has given a warning: "While it is too early accurately to quantify the consequence of this development, the group's expectation of

## Job losses in recession larger than estimated

BY PHILIP STEPHENS

THE NUMBER of people in work in Britain has been rising much more sharply than has hitherto been apparent, mainly because of a rapid expansion in self-employment, according to revised official statistics.

The new figures, prepared by the Department of Employment, also show that the recession brought far more job losses than previously thought.

The net result is that although the number of jobs in the economy has been growing strongly from the spring of 1983 there are still fewer people in work than at the end of 1981.

The latest data is based on revisions to labour market surveys conducted in 1981 and 1983 and on the survey carried out last year.

The results indicate that the employed labour force, which includes the self-employed and the armed forces, increased by 342,000 in the year to September 1984, compared to a previous estimate of a rise of 228,000.

More than two thirds of the increase, or 236,000 jobs, were directly attributable to an upsurge in self-employment, concentrated in the shops, hotel and catering trades, other service industries, construction, and, to a lesser extent, manufacturing.

At the same time, however, the figures show that the number of jobs lost between mid-1983 and 1984 totalled 712,000 compared with earlier estimates of 512,000.

While jobs in service industries and self-employment have both increased since then, manufacturing industry has continued to shed labour, albeit at a much slower pace in recent months.

The rise in overall employment has run in parallel with substantial increases in unemployment over the same period. In the year to September 1984, for example, the number of adult jobless rose by around 150,000.

The apparent contradiction between a growing number of people in work and the rising jobless trend is explained by the natural growth in the labour force, and by the fact

He gave a warning, however, that Britain's competitiveness was still being eroded by high pay awards with unit labour costs in manufacturing rising by 4 per cent last year, up from 1.6 per cent the previous year.

In Japan and West Germany manufacturing industry's unit labour costs have been falling, while in the US they have been static.

Other figures released yesterday show that average earnings are continuing to outstrip inflation by a substantial amount, rising by an underlying 7.6 per cent in the year to December, compared to a 4.6 per cent increase in retail prices.

□ Minister says higher EEC levy likely

BY KEVIN BROWN, PARLIAMENTARY STAFF

THE UK contribution to solving the EEC's 1985 budget shortfall is likely to be greater than the £125m supplementary levy required last year, the Government indicated in the House of Commons yesterday.

Mr Malcolm Rifkind, the Foreign Office Minister of State, faced hostile criticism from both sides of the Commons over the Community's second successive annual requirement for extra funds.

No decision has yet been reached on how to finance this year's Community overspending, but the European Commission has undertaken to provide the extra funds by October. A supplementary levy is regarded as inevitable in view of West German opposition to an increase in EEC "own resources" - the Community's share of value-added tax receipts - before next January.

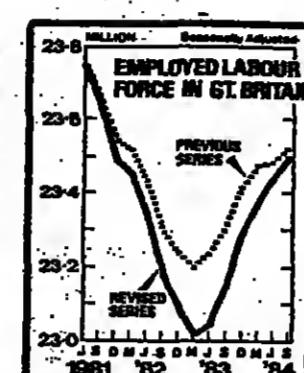
Mr Rifkind conceded that the Community would require a higher amount than last year if the figures were correct. But he insisted that the proposals would be carefully scrutinised to "see to what extent they are unnecessarily high".

Mr Rifkind assured MPs that 1985 would be the last year in which supplementary finance would be required because of the agreement on budgetary discipline reached at the EEC heads of governments' summit at Fontainebleau last year.

The agreement authorised payment of the UK's 1983 budget deficit of £430m and an abatement of £325m in Britain's 1984 contribution. The abatement has not yet been received because of the lack of agreement on a mechanism for future British budget contributions.

Britain will make agreement on this mechanism a precondition of a second supplementary levy.

Mr Denis Healey, Labour's shadow Foreign Secretary, said the re-



that many new jobs are being taken by people not officially registered as unemployed.

This is particularly true of the services sector, with retailers, for example, employing a growing proportion of married women as part-time workers.

At the same time the jobs which have been lost have tended to be those occupied by full-time male workers in manufacturing who are more inclined to register as unemployed.

Mr Tom King, the Employment Secretary, yesterday called the recent rise in employment "encouraging", particularly as it was accompanied by an increase in overtime working and a fall in short-time working in the last three months of 1984.

He gave a warning, however, that Britain's competitiveness was still being eroded by high pay awards with unit labour costs in manufacturing rising by 4 per cent last year, up from 1.6 per cent the previous year.

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## UK NEWS

### Acorn plans to regain growth

MR CHRIS CURRY and Mr Herman Hauser, founders and biggest shareholders of Acorn Computers of the UK, flew back from Olivetti's headquarters in Ivrea in northern Italy on Tuesday, certain that their troubled company would be saved.

At 3pm yesterday a full board meeting of Acorn at the City of London offices of their new bankers Close Brothers, agreed, and the deal was signed with Olivetti's rep-

resentative.

The deal means that Mr Curry and Mr Hauser will lose control of their company. Olivetti - Italy's leading computer and office equipment company - will hold 49.3 per cent of Acorn at a cost of just £10.4m.

The refinancing package values Acorn at just under £21m. When it floated 10 per cent of its equity on the London unitised securities market (USM) less than 18 months ago, the company was valued at £13.5m.

Acorn was founded six years ago.

Its meteoric growth was based

largely upon the success of the BBC Micro, a comparatively powerful computer which dominates the UK educational market.

In the year to July 1984, the company made pre-tax profits of £1.1m. But after extraordinary and exceptional items of over £1m it recorded a pre-tax loss of very nearly £1m.

Some £7m of the losses represent substantial write-downs of its stocks and cancelled orders. This is principally for the Electron, the low-cost home computer which had disappointing pre-Christmas sales.

In January, Acorn cut the price of the Electron from £200 to £130 in an attempt to stimulate sales, generate cash and reduce stocks. The company has also written down stocks of other computers made for overseas markets from which it has now withdrawn.

A further £6m represents the cost of closing Acorn's operations in the US and West Germany and the trading losses in those two countries.

Another big problem for Acorn

was a substantial shortfall in sales

of £1.3m. After floatin

its shares on the USM at 120p, they reached a peak of 133p when it seemed little could hurt Acorn's share price.

Since then the company has fallen

on a long way. The shares slumped to 23p before being suspended at 28p two weeks ago. A rights issue announced yesterday is priced at just 8p a share, reflecting the company's financial problems. Mr Curry and Mr Hauser, who currently own 65.7 per cent of the equity, have renounced their rights in favour of Olivetti.

Olivetti has also been granted an option to buy further shares from the two founders which would take its holding to 50.1 per cent.

The first-half figures published yesterday show how bad Acorn's problems have been. In the second six months of last year it did make

an operating profit of £1.1m. But after extraordinary and exceptional items of over £1m it recorded a pre-tax loss of very nearly £1m.

Acorn's problems arose because of the disastrous foray into the US market and the relative failure of the Electron in the fiercely competitive UK home market. Acorn's ambitious plans to take 10 per cent of the US educational market ran into three main problems, according to Dr Alex Reid, acting chief executive.

• More stringent technical requirements added to the cost and delayed the launch.

• Loss-leading by the established US companies like Apple and IBM made the market exceptionally difficult.

• A buy-American policy by the authorities.

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company is being reorganized into four divisions: business, consumer, education and training, and scientific and industrial.

The business sector will develop products which will only be sold by other companies under their own names. Acorn now acknowledges that it does not have the marketing or commercial muscle to compete with companies like IBM in this market.

Olivetti itself is clearly a likely candidate to sell such Acorn-developed products.

British Telecom already sells a version of the Electron for specialist use in the medical field. The computer - a low-cost powerful combination of telephone and computer - is to be the first important product offered for sale by other companies.

The consumer division will aim predominantly at the top end of the home computer business. The company hopes to avoid the games-playing area where competition is very fierce. Although it is expected to stop selling the Electron in its existing form once stocks have been reduced, Acorn says it intends to continue with more powerful versions.

The education and training division will be one of the company's most important, selling to schools and universities.

The fourth area, scientific and industrial, is aimed at research and development laboratories in private companies and government departments, where Acorn already has a strong presence. The ABC range of business computers, originally aimed at the business market, will be aimed specifically at this sector.

One result of the reorganization is that Acorn will lose a further 90 staff. Two weeks ago the company made 30 of its 470 employees redundant as part of its early attempts to ease its cash crisis.

Barclays, Acorn's bankers, have agreed to increase the company's rights issue which will be offered to the public shareholders.

Acorn has also been granted an option to buy further shares from the two founders which would take its holding to 50.1 per cent.

Acorn will not tackle the business market directly and will also avoid the consumer computer market. The

four new groups are selecting those employees they want to offer work for them, subject to an overall reduction in numbers.

Time right to join EMS say employers

By Andrew Arends

BRITISH INDUSTRY leaders yesterday reversed a previous decision and came out in favour of Britain joining the exchange rate mechanism of the European Monetary System (EMS).

Sir James Clemmison, president of the Confederation of British Industry (CBI) said yesterday the organisation's main policy-making body was now in a favour of membership by an "overwhelming majority". The economic case for joining was stronger now than it was likely to be for some time, he said.

It was felt that the pound was now at a suitably competitive level for Britain to participate fully in the EMS.

Earlier this week a parliamentary motion supporting EMS was gained by 26 MPs, including Mr Edward Heath, the former leader of the Conservative Party.

Sir Terence Beckett, director-general of the CBI, said: "UK business would benefit from the reduced volatility of the exchange rate, which was worrying industry at present."

He said 44 per cent of Britain's trade was with EMS member countries and that "exchange rate volatility was more serious to industry than the level of rates".

Sir Terence said membership "would act as a shock absorber to individual currencies" against the wider fluctuations of the international foreign

## THE MANAGEMENT PAGE: Marketing and Advertising

### Outdoor campaigns

## A visible improvement

Feona McEwan spotlights some of the more shrewd initiatives

WHEN Gordon's gin took 500 bus sides in March 1983 for six weeks, it achieved a 43 per cent awareness among all London adults. When Pan Am took 600 sides in April 1983 it earned itself 40 per cent awareness among all Londoners in a month.

More recently Sharp, the consumer electronics group, reported "astonishing response" via its sales force with its blanket coverage on London buses. "They said that in terms of sheer visibility it was the best campaign we've ever done," says Peter Maltby, Sharp's UK marketing services manager. "Since London and the South East is a key market for us getting noticed at this scale is doing great things for our sales."

Buses in London have been good at selling themselves to advertisers for some time now. But other areas of outdoor advertising—which is dominated by posters—are also growing into flourishing sectors by dint of some shrewd marketing initiatives. Taxis, car parks, lorries, airports, kiosks and bus shelters are variously proving their point and catching some major clients along the way.

All this at a time when posters, which account for some £97m of the total £137m outdoor revenue (1982 Advertising Association figures) remain under fire from the industry. The charge is that they lack marketing muscle and cannot match the sort of audience provided by more virile competitors such as press and television.

The industry's long-awaited site-grading classification system—which will evaluate sites and their audiences—is late and getting later. The sector's morale has not been high; the industry has suffered in its recent history from the demise in 1982 of British Posters, which controlled the industry; the enforced diminution of prime users, such as tobacco manufacturers; a decline of long-term advertisers; increased site rentals; falling profits of some senior contractors; and nil real growth.

But that has not deterred Primesight, one of the newest arrivals, which was formed last November from the amalgamation of W. H. Smith Advertising

and Kemp's Specialist Media. The joint turnover of more than £12m puts it among the top six outdoor advertising companies.

"We aim to identify specialist areas and become market leader in them," says chief executive Martin Barber. "The merger gives it a strong start. However, 12,000 buses in the major conurbations around the country claims to be now the largest bus advertising contractor in the UK; with rights to Earls Court, Olympia, and the National Exhibition Centre (Birmingham), it says it is the leading UK exhibition contractor with a presence in the major international airports (200 including Peking and Moscow) it believes it is the leading international air transport advertising company in the world; and most profitable of all, with some 250 livestock markets across the country, it dominates that sector."

Keen to rid the buses of their poor relation image, Primesight has already commissioned £100,000 worth of research into bus effectiveness. The most comprehensive, it believes, since 1974. Due out in March, preliminary results show that such advertising has far more potential than was previously thought, says Derek Jenkins, group managing director, who believes buses are an under-valued medium.

### Sophisticated

London Transport Advertising has, as befits a capital city, a fairly sophisticated marketing staff for some time with detailed data available on sites and audiences. Handling some 10 per cent of total UK outdoor business (including 4,000 bus sides) it has marshalled all manner of facts and figures to tempt advertisers; all tourists to the UK, for instance, spend one-fifth of their money in the capital; this rises to nearly 60 per cent if they come from overseas, and Londoners themselves spend more in most consumer areas than anywhere else in the UK.

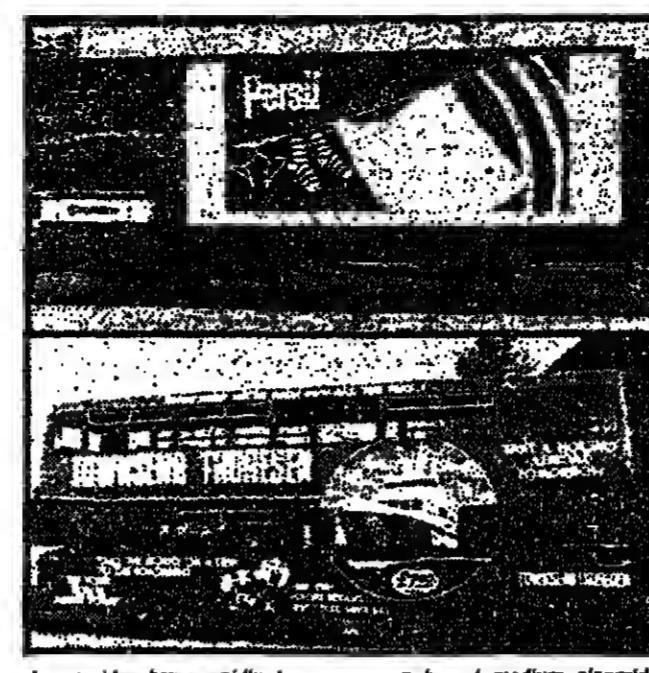
John Kue, LTA's newish sales and marketing manager (ex-Unilever and Glendinning marketing consultants) is bullish. "A couple of years ago, many advertisers found bus sites horrific. Adaptations from press campaigns didn't always

work." Now he can cite recent blue chip clients to come forward—Sharp, Brooke Bond, Nescafe, Maxwell Tapes, Colgate.

"Where advertisers might have bought 50 sides for around six months two years ago, they're now more likely to go for 500 on average for say three or four months. I think we're benefiting from media in London being very expensive."

Taxis, like buses, use the selling point of being able to target audiences in places where other media can't reach, rather than vice versa.

Two years ago Bob Burnett,



Lorry sides have rapidly become a popular ad medium alongside longer-established buses

says Lee. "The daily route of each vehicle is known and therefore we can select appropriate vehicles for any High Street in the country." On average, a lorry side costs £45 per month. Research by Marplan for Mann breweries showed that its lorry advertising was more cost effective than standard 48 sheet posters.

Kenneth Taylor, chairman of the Taylor Harrison Group, which handles meter, telephone kiosks and car park advertising among other things, would not be surprised to best himself called a maverick. "We don't follow the crowd," he says.

But then he's made his mark. The ex-accountant turned motor industry executive began his advertising career in 1980 with one client (the borough of Kensington and Chelsea) and 500 meters which he sold to or read of the Circle of District line twice."

Mobile posters of a different ilk on lorries are faring well on the nation's high roads. Freight Media, the two-year-old company which now reckons it is about the largest in the field of lorry-side advertising in the UK, has netted a number of major advertisers, many of whom have returned for more.

Marketing director Nicholas Lees, a chartered surveyor by training, lists Smirnoff vodka (six campaigns), Eggs Authority (four), Brooke Bond Oxo (three), Persil (two), as well as Kia Ora, Levis, Whitbread and others.

year, took over the rights to NCP car parks up and down the country and promptly set about modernising what it saw as a somewhat haphazard marketing operation.

"We came in as marketing people, and looked at it from the media buying end," says Taylor. "We visited every park, photographed every site and are still busy relocating some of the illuminated panels. We try to be very precise in our marketing — we've collected detailed statistics on the park users and we guarantee to put the poster in and take them down on time." He maintains that his approach justifies premium charges on prime sites.

The company has now contracted to handle advertising inside the new British Telecom telephone kiosks, of which there are eventually expected to be some 80,000 around the country.

Bus shelter advertising grabbed the (trade) headlines last year with a four-year-old called Amy. The little girl who "liked slugs and snails" tantalised the bussing nation by advertising... nothing. It was a marketing exercise on behalf of Adshel, the joint bus shelter arm of More O'Ferrall and Reed International, to demonstrate the effectiveness of the medium. The results showed that 32 per cent of those polled were aware of the ad, and 81 per cent remembered seeing it on a poster. Unprompted awareness of the girl's name was 34 per cent.

After 33 years of uninterrupted earnings growth P & G's earnings are set to fall this year. Analysts are estimating that profits will be down by around 10 per cent; it is P & G's disposable nappy business which is to blame.

Although the \$13bn group does not disclose the respective importance of its 80 or more product lines, it is claimed that its disposable nappy business is one of its most successful.

P & G created the disposable nappy market when it introduced its Pampers brand in 1961. At the time disposable nappies represented less than 1 per cent of all nappy changes and about \$2.5m a year of total retail sales. Today, the market in the US has grown more than 1,000 times to \$2.7bn and three-quarters of all new-born babies in the U.S. use disposable nappies. More than 16bn disposable nappies are sold every year in the U.S.

The overseas market is worth another \$2bn and is growing even more quickly, since the market penetration is so much smaller in North America. U.S. per capita consumption is roughly five times higher than in other developed countries like Australia, for example.

For two decades P & G had the market to itself, at one point commanding a massive 75 per cent market share. Companies such as Johnson and

Jones and Scott Paper tried to muscle into the market and failed. For a time it seemed as if P & G was invincible.

Then along came Kimberly-Clark, a company a quarter the size of P & G and considerably less profitable, with a more expensive nappy known as Huggies. It demonstrated that there was a market for a different product.

P & G remains the largest advertiser in U.S. business, but until now it has shunned publicity that it cannot buy, on the basis that the less its competitors know about its business the better. However, this is beginning to change and it is already an open secret on Wall Street that P & G's most persistent and troubling problem lately has been the steady loss of market share.

Clearly, the company could not allow its overall market share to continue shrinking at its recent rate. Last month the normally reticent P & G unveiled its biggest ever capital spending project and signalled its intention to regain the initiative. It announced that it was spending over \$500m on completely rebuilding its ten disposal nappy factories around the world and at the same time was repositioning its product.

Sandy Weimer, a group vice president of P & G, said that the aim of the project was to produce the best performing nappies in the world, capitalising on the group's traditionally strong research base. But he also made it clear that instead of waiting years while it searched for the perfect product, which P & G had tended to do in the past, the group was becoming much more ambitious in its test-marketing, in an effort radically to cut down the time it takes to get the product on the supermarket shelves.

The new nappy is more absorbent, has a better form-fitting shape and newly designed leg and waist bands. It is also less bulky, which is an important factor in selling its attraction to supermarket managers faced with limited shelf space.

Richard Nicolosi, manager of P & G's paper products division, said that one lesson which had come through very clearly around the world was that wherever its nappies had come into competition with better performing rivals, its market began to suffer.

As a result, P & G appears to be abandoning the middle-priced segment of the market and is repositioning itself at the upper end. It is still unclear what this means for its Luvs brand which will be priced the same as the improved Pampers.

Despite the introduction of Luvs, P & G's overall share of the disposable nappy market made up of the higher priced premium products, like Huggies, has almost doubled to 45 per cent over the past four years, and this sector of the market is currently the fastest growing.

P & G responded to the new competition and the swing towards the better quality products by introducing its Luvs brand as a direct competitor to Huggies.

Despite the introduction of Luvs, P & G's overall share of the disposable nappy market has continued to slip and is now down to just over 50 per cent. The company admits that its brands.

## DIVIDENDS EACH YEAR SINCE 1912

The Board of Directors of ENSERCH Corporation on January 31, 1985, declared a regular quarterly dividend of 40 cents per share of common stock, payable March 4, 1985, to shareholders of record February 15, 1985.

For additional information, please write to Benjamin A. Brown, Vice President, Financial Relations, Dept. L, ENSERCH Center, Box 999, Dallas, Texas 75221.

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## MANAGEMENT FORUM

The Data Protection Act

and how to implement it

Eric Howe

Data Protection Registrar

with

Sir Norman Lindop

formerly Chairman of the Home Office Committee on Data Protection, 1976-78

and

Chris Amery

Human Factors and Data Protection Manager IBM United Kingdom Limited

Cafe Royal

7th March, 1985—London

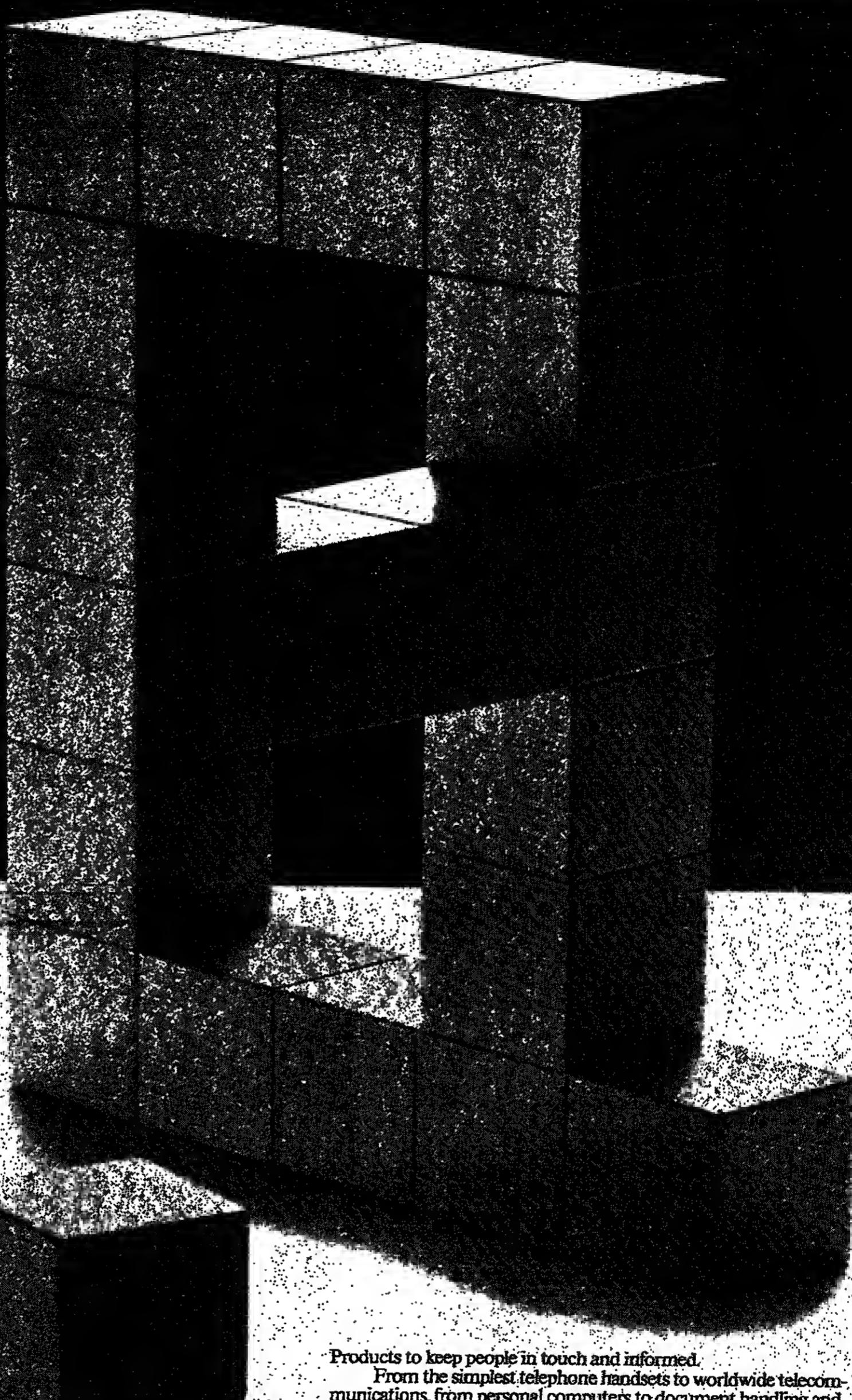
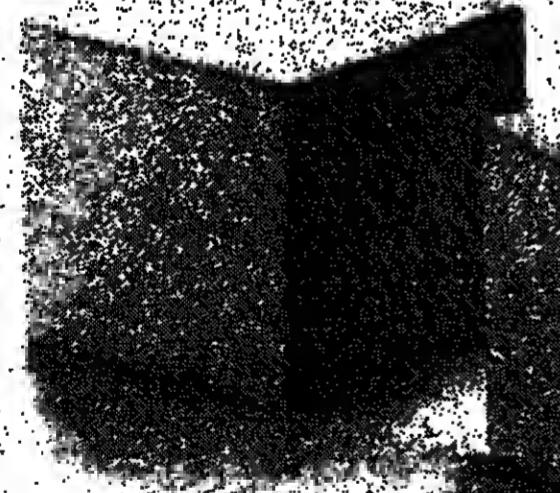


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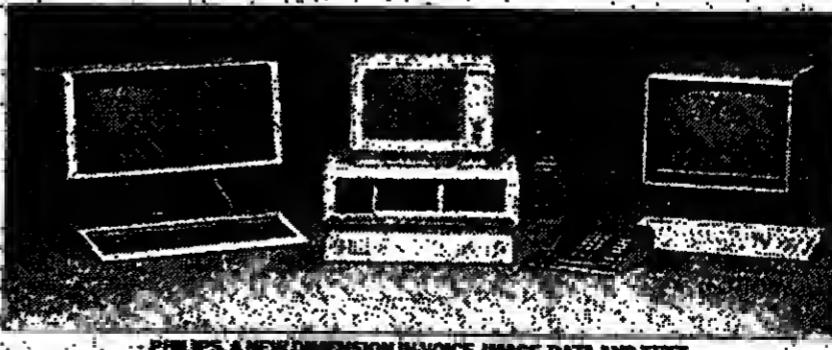
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**PHILIPS**

## THE ARTS

Dresden Opera/Harold Rosenthal

## A people's night to remember

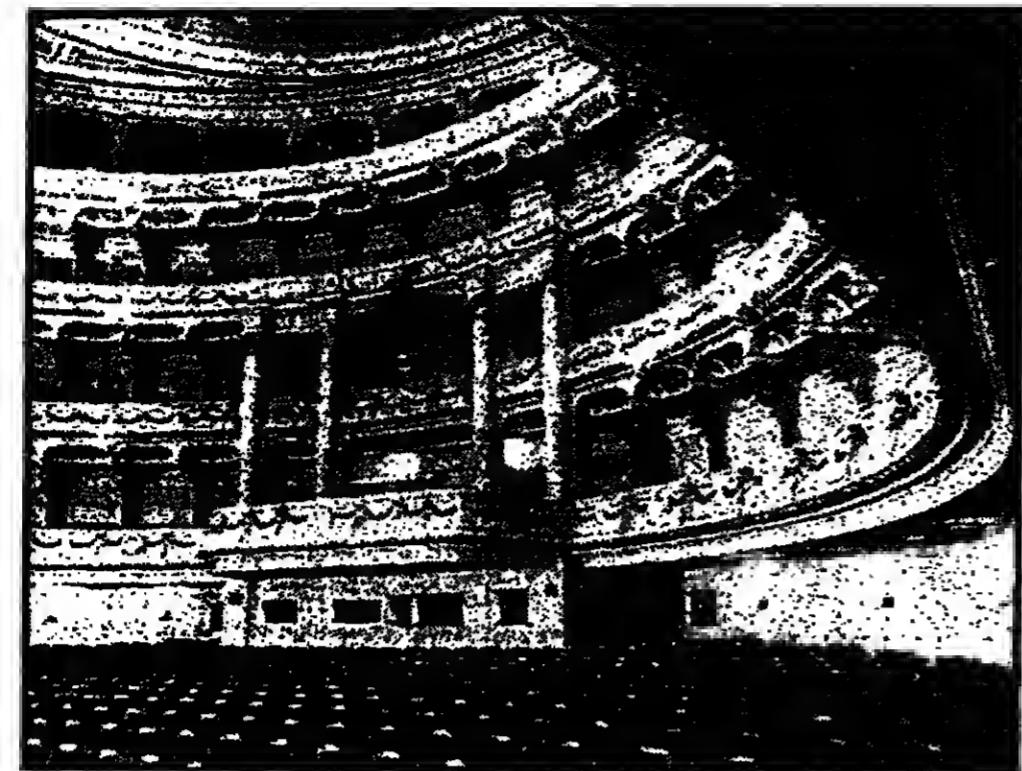
Just as Florence was the birthplace of opera in Italy, so Elbeforzen, as Dresden once was called, was the birthplace of opera in Germany. It was there—or, rather, in nearby Torgau—in 1627 that Schütz's *Dejne*, the earliest German opera, was produced for a royal wedding. The libretto was a translation of Rinuccini's text, but opera life in Dresden was very much Italian until the appointment, in 1817, of Weber as Royal German Kapellmeister. Then came Wagner with his *Rienzi*, *Flying Dutchman* and *Tannhäuser*, all of which were staged in the then recently built first Semper Opera House.

Gottfried Semper (1803-1879) was a great theatre architect, and he and Wagner planned a great theatre complex for Munich that never materialised, though some of his ideas were incorporated many years later at Bayreuth.

The first Semper Theatre in Dresden burned down in 1869 but, rebuilt: as Semper's plans, reopened in 1878. Ernst von Schuch was chief conductor from 1882 and artistic director from 1889 to 1914. It was during his regime that the first Strauss operas, *Feuersnot*, *Solome*, *Elektra* and *Der Rosenkavalier* had their premieres. Schuch was succeeded by Fritz Reiner, and in 1918 the Royal Opera became the State Opera. After Reiner came Fritz Busch with more Strauss premieres, Hindemith's *Cordillac*, and the beginning of the great German Verdi revival.

When the Nazis forced Busch out of Dresden, he was succeeded by Karl Böhm and then Keri Elmendorff, and the company included many singers well known to London opera-goers: Christel Goltz, Elisabeth Kaaden, Forsten Ralf, Paul Schoenfisch and Gottlob Fricke among them.

On August 31 1944, the theatre was closed when Goering ordered total destruction. The last performance was *Der Freischütz*. Then, on February 13-14, 1945 came the terrible bombing of the city and the gutting of the theatre. Opera continued first in the Town Hall, then in the rebuilt Schauspielhaus. In June 1976, plans were announced for the



Inside the rebuilt Dresden Opera House

rebuilding of the Semper House; and last week on the 40th anniversary to the day of its destruction, the house, faithfully restored as it was before the bombing, reopened its doors. It seemed as if all Dresden had assembled in the great square outside the theatre: it was their opera house that was reopening.

The first night, very much a political affair, was in the hands of the Government in East Berlin, which drew up the guest list and, in agreement with the general administrator, Gerd Schmiedler, chose Freischütz as the opening performance.

The staging was by Joachim Herz, known for his *Solome* and *Fidelio* at the ENO, who is Dresden's chief producer. It was very much a "people's opera".

After the guests had taken their places and the East German national anthem (a most odd-sounding piece) was played,

the excellent Dresden Staatskapelle launched into the overture; and, immediately I was impressed by the wonderful acoustics of the house.

Jana Smrková was a vocally over-fussy, though vocally-gifted *Annechen*; Claus König rather better. Max that had been a *Tannhäuser* at Covent Garden; and Eckhard Witschka a suitably-evil Kaspar. But it was the veteran Theo Adam, in the small role of the Hermit, who brought real distinction to the evening.

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## Major UK Merchant Bank

Our client, a prestigious and highly successful accepting house is currently developing in two specific areas. Consequently they are seeking to recruit the following:

### Corporate Finance

High calibre corporate finance executives are sought for an expanding department dealing with mergers and acquisitions. Stock Exchange listings and general corporate advice. Candidates should be young ACA's in the profession, or those with relevant experience in a merchant bank or stockbroker.

### Capital Markets

Considerable growth in this area has resulted in several opportunities for experienced capital market professionals to join this well respected team, at levels up to Assistant Director. Candidates should preferably have a degree/MBA.

Highly attractive packages are available and will depend on age and experience.

If you are interested in these appointments, please contact Jonathan Williams or Neal Wyman on 01-404 5751 or write to them at the Banking and Finance Division, 23 Southampton Place, London WC1A 2BP, quoting ref. 3470.



**Michael Page Partnership**  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

**BRISTOL POLYTECHNIC READER IN THE DEPARTMENT OF MANAGEMENT**  
The Department of Management invites applications for a Reader to its research activities. It is seeking a Reader who will develop and maintain the Department's contribution to a research policy for the Department, working in close collaboration with the Head and the existing Departmental staff. The Reader's key tasks will include identifying opportunities for funded research, writing funding applications for the Department's applications to funding bodies and managing some of the research projects that are awarded. The Reader will also be expected to take initiatives to publicise and disseminate information about the research in a research context. The appointment envisaged requires entrepreneurial, team-building and problem-solving skills. A proven track record in this area is more important than the particular sub-fields of research or disciplines in which candidates have specialised. Previous applicants need not necessarily reapply. Salary Scale: £13,095-£14,580 (bar)-£16,467 per annum. For further details and an application form, please return by 27 March to: the Personnel Officer, Bristol Polytechnic, Colerne Lane, Frenchay, Bristol BS12 9JL. Tel: 01-954 2117. Please quote Reference number: L1/122 at all correspondence.

**AN EXCELLENT OPPORTUNITY** for you to join a large national public company, with a strong international presence, in an exciting area. If you have the qualities of a good manager, a good team support and backing and live in London, then you should apply. Tel: 01-431 0366 during office hours.

### INTERNATIONAL BANKING

**SENIOR MARKETING OFFICER** SALARY £14,000  
One of the leading American Banks is seeking to recruit to its Merchant Banking Operation, a very experienced, high calibre Capital Markets Business Dev. Officer, to be based in London and further develop its market share with U.S. Corporates.

**DEPUTY CHIEF ACCOUNTANT** SALARY £14,000  
A Capital Markets Trading Company formed by two prestigious banking names is seeking a Deputy Chief Accountant, within its London office for the above position. The person may be qualified by experience alone but a good relevant track record within banking is required.

**OPERATIONS MANAGER** SALARY £20,000  
The small London branch of a European Bank is seeking an Operations Manager who has a broad banking background but with specific strengths on the accounting, Data Processing and FX functions. The person should be a good communicator and manager.

**SENIOR CREDIT ANALYST** SALARY £15,000  
The small but growing London Office of a Corporate Bank wishes to recruit a Credit Analyst who has had at least two years good experience in the analysis of Corporate and sovereign risk assessment. Reporting will be direct to the General Manager.

TELEPHONE BRIAN DURHAM 621-1666

Brian Durham Recruitment Services  
25, Liverpool Street, London EC2M 7PD  
Telephone 01-621 1666

### CAPITAL MARKETS OPERATIONS MANAGER

We are privileged to have been retained by a leading European Bank in the selection of the above position. We are seeking a self-motivated person who is fully conversant with every aspect of Capital Market settlements (mainly Eurobonds), the accounting function and computerised systems. The selected person will have excellent communicative skills and be responsible to the Managing Director for the successful performance of all functions outside the Trading Room. This will involve Premises, Personnel, Statutory Secretarial duties and Communications.

We would not expect the successful candidate to be over 40 years of age or to be currently earning less than £20,000 per annum. A company car will be provided.

If you feel you would wish to be considered for this position, please kindly phone BRIAN DURHAM on 01-621 1666 or write direct enclosing your Curriculum Vitae.

Brian Durham Recruitment Services  
25, Liverpool Street, London EC2M 7PD  
Telephone 01-621 1666

### FOREX APPOINTMENTS

For Foreign Exchange and Money Market appointments at all levels consult a specialist  
TERENCE STEPHENSON  
Prince Rupert House, 9-10 College Hill, London EC4R 1AS - Tel: 01-346 0263  
20 years market experience

## JOBS COLUMN

# Why another recruitment boom may be over

BY MICHAEL DIXON

"THERE is a world of difference between the proud company which dares to find the worst, and the human courage which dares to hope for the best," said Kierkegaard. And it seems we shall soon find out which of the two is the more appropriate attitude in the context of the United Kingdom employment market for managers and key specialist staff.

The table alongside indicates why. It shows the results over the past five years of the count of advertisements for such people in leading UK newspapers, made every quarter by the Hay-MSL management consultancy which is now part of Saatchi and Saatchi.

Reading down from the top the table gives, for each year, the number of and the share of the annual total represented by jobs for each of eight broad types of staff. They are research, design and development; marketing and sales; production; accounting and finance; computing; general management; personnel; and a catch-all category for those not fitting any of the previous six descriptions.

Then comes the annual total, below which are the numbers of jobs of all kinds and the share of the year's total represented by advertisements appearing in each of the three-month periods January-March, April-June, July-September, and October-December.

As you see, the annual total

Type of work	1984		1983		1982		1981		1980	
	Posts advertised	% of total market								
R & D	7,457	19.8	7,189	21.1	4,885	18.8	2,710	14.4	2,414	12.7
Marketing	6,822	17.3	6,407	18.8	5,343	21.0	3,855	20.5	3,569	18.7
Production	6,931	17.4	6,039	17.7	4,045	15.9	2,902	15.4	2,944	15.5
Accounting	5,978	15.2	5,254	15.4	4,447	17.4	3,780	21.2	3,568	20.8
Computing	4,040	10.3	2,996	8.8	1,976	7.7	1,197	6.4	1,505	7.9
General mgt	1,310	3.3	1,277	3.7	1,246	4.9	742	3.9	780	4.1
Personnel	1,027	2.6	894	2.6	659	2.6	465	2.5	745	3.9
Others	5,759	14.7	4,430	11.9	2,974	11.7	2,944	15.7	3,125	16.4
Total	39,324	100.0	34,066	100.0	25,497	100.0	18,795	100.0	19,070	100.0

last year was at a high of 39,324 — 109 per cent up on the lowest year's total of 18,795 in 1981.

But optimism that falling trend as a sign that the boom in overall demand for executive-type staff is over. Unlike us, he has the advantage of being able to look at not five but 25 years' worth of three-monthly figures because his consultancy has been keeping the counts since 1959.

The graph over the quarter century suggests a fairly regular market cycle with demand successively notching upwards over a period of two and a half to three years

and then slipping down again for a similar length of time. His pessimism is reinforced by the recent decline in the shares of the total market taken by marketing and sales, and the research, design and development category, both of which can be viewed as lead indicators of overall demand.

There is apparently yet further support for the gloomy outlook in the fact that ads appearing in October-December last year accounted for only 22.6 per cent of the annual total.

That was the lowest share of the market taken by a year's three-monthly reckonings for 1980. Hay-MSL's Tony Long inter-views the boom as a sign that the boom in overall demand for executive-type staff is over. Unlike us, he has the advantage of being able to look at not five but 25 years' worth of three-monthly figures because his consultancy has been keeping the counts since 1959.

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## Finance Director

£35,000+ car, bonus, etc.

A very substantial private group, whose main business is the supply of aggregates nationally, is shortly to launch a major capital project, the largest of its kind in Europe, which will significantly expand the group's financial needs and horizons. This expansion has created the requirement for a Finance Director who can contribute to the success of the company's plans, as much by exercising tight, effective day-to-day financial control, as by innovative balance sheet management.

Candidates must be aged 35-40, commercially orientated qualified accountants with the temperament to work in a private group in which satis-

Somerset

factory relationships with other executive directors are paramount. You must also have recent accounting experience in a substantial service or light manufacturing (process) environment. The terms offered are very attractive and include a salary of c.£35,000, substantial bonuses, negotiable contract and full relocation expenses to a most attractive part of Somerset.

Please send a detailed cv, including contact telephone numbers, in strict confidence to Peter Wilson FCA at Management Appointments Limited (Search & Selection Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Tel: (01) 930 6314.

**MAL**  
Management Appointments Limited

## STOCK EVENTS Analysts

We are seeking two Analysts for our Stock Situations and Benefits Section who will be responsible for ensuring that all relevant information is extracted from Company documentation in order that stock situations may be identified and subsequently enacted with the TALISMAN Settlement System.

You will probably be in the age range 25-35 with a thorough knowledge of all the documentation and procedures involved in stock events, e.g. Right Issues, Takeovers, Conversions etc. This experience is likely to have been gained in a Merchant Bank or a Stock Exchange Member Firm.

Good communication and negotiation skills are important, along with an ability to work quickly and accurately.

These positions are without doubt a most interesting and exciting area of The Stock Exchange's activities, and provide an opportunity for you to gain the widest possible experience of the securities market which includes our latest developments overseas.

The two jobs have different levels of responsibility, so starting salaries will be between £7,000-£12,000 and the benefits include a fully paid season ticket, not contributory pension scheme, 21 days holiday and lunch facilities.

Please apply with a full cv to Carol Taylor, Personnel Officer, The Stock Exchange, Old Broad Street, London EC2N 1HP. Telephone: 01-884 2355 (ext. 28117).

**The Stock Exchange**

## Treasurer

up to £20,000 + car

Our client is a £150 million turnover European company and part of an international group heavily involved in minerals, development and investment. The Bristol-based head office has identified the need to recruit a Treasury Manager reporting to the Financial Director.

Responsibilities will include:

- Management and development of a currency hedging programme
- Development of effective cash management and forecasting
- Optimisation of new financial products and bank negotiations

The successful candidate will be a graduate, aged 30-38, with either an accountancy or banking qualification. At least two years relevant experience is essential and ACT membership would be a distinct advantage.

For candidates with good communication skills and a mature approach to treasury management, excellent prospects exist within the group and the attractive remuneration package will include a fully expensed executive car, health insurance and a generous relocation package where necessary.

Interested candidates should write to Andrew Sales, FCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting reference 214, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.

**FP**  
Michael Page Partnership  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

### Major Merchant Bank

£20,000+

## Fixed Interest Marketing

Our Client, a major Accepting House, is proposing to make a new appointment at the level of Assistant Manager to work alongside the Head of a new Customer Sales Department in providing switches and swaps in Gills, Eurosterling and Bulldog Bonds.

The post ideally will suit a man/woman who has had at least three years' experience of sales in the Gilt Edged Department of a leading UK Stockbroker, experience which will have included Fixed Interest analysis and the servicing of major institutions. He/she will now wish to widen his/her range of activities into customer liaison and marketing.

The successful candidate, aged mid-twenties/early thirties, well-educated, will demonstrate the right balance of technical ability together with the personality to achieve good customer relations. The salary will reflect age and experience and the package will include the normal range of benefits.

Please write in confidence to E. St. V. Troubridge, quoting ref. 621, at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Telephone: 01-248 0355.

**Overton Shirley & Barry**  
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

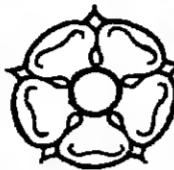
### SHEPHERD, LITTLE & WEBSTER LTD.,

# REGIONAL GENERAL MANAGER

HARROGATE

Following the publication of the Griffiths Report, the management of the Health Service is undergoing change. Great stress is being laid on individual managerial accountability for the efficient use of resources with the prime aim of achieving the best possible patient care. The achievement of high standards and ensuring value for money represents a challenge for management and leadership at all levels.

The Yorkshire Region is responsible, through 17 District Health Authorities, for the care of 3,600,000 people living in West Yorkshire, North Yorkshire and Humberside. It employs 61,000 staff and has a revenue budget of £692m. Currently a major review of the Regional Health Authority's role is being undertaken with a view to introducing a new management structure to replace that operating the consensus team system. In addition the process of recruiting General Managers at District level is well advanced.



Yorkshire Regional Health Authority

The General Manager will be responsible for putting into effect the Authority's decisions and policies and improving management performance in meeting objectives set. Candidates should be able to demonstrate considerable success at senior level in a major enterprise and be capable of commanding the support and respect of the many and varied professionals and clinicians operating within the Service.

The salary is negotiable and will take into account the new manager's current remuneration package but, as a guideline, this post is likely to be attractive to candidates currently earning around £35,000.

Please write in strict confidence giving sufficient brief details to justify an interview to:

Bryan Askew,  
Chairman,  
Yorkshire Regional Health Authority,  
The Old Brewery,  
Tadcaster, LS24 9SR.

## Investment Communications Manager

From £20,000 + car and bonus

Accurate, up-to-the-minute investment information is vital to our position as one of the fastest growing Unit Trust groups in the U.K. - and fundamental to this newly created role.

We are seeking an exceptional individual who will establish a close rapport with our Fund Managers, not only in London, but also in America, Japan and Hong Kong gathering and assessing their views for regular dissemination to our international marketing teams.

Aged around 30, you will need to combine exceptional written and verbal communication skills with considerable experience - perhaps in analysis - of international stock market investment.



Fidelity  
INTERNATIONAL

NEW SOUTH WALES GOVERNMENT OFFICE, LONDON

## INVESTMENT AND TRADE PROMOTION

This Office is seeking a person to be based in London to join a small team which is responsible for the development of trade and investment between the United Kingdom and Europe and New South Wales. The successful candidate, who will be titled "Business Development Officer," will be an effective communicator with a good knowledge of industry and commerce and have a genuine desire to promote and further investment, trade and industrial opportunities in New South Wales. Fluency in either French or German is desirable but not essential.

Energy and drive will be just as important as experience and the appointee will be required to travel extensively throughout the United Kingdom and Europe. A considerable amount of time in London will also be involved in research analysis and general duties.

Appointment will be under the Public Service Act, 1979, and the salary payable will be £13,893 range £15,315 per annum plus the London Weighting Allowance.

Applications in writing and marked confidential should be addressed to the Secretary, New South Wales Government Office, 66 Strand, London, WC2N 5LZ, by 7th March, 1985. Applications must include the names and addresses of at least two referees.

Telephone enquiries may be directed to:

Mr. W. J. Parsons: 01-839 6651

The New South Wales Government is an equal opportunity employer

## Leasing-Assistant Manager

London SE1

c£17,000+benefits

Our client, Lloyds Leasing Ltd, part of the Lloyds Bank Group, provide financial leasing facilities to all sectors of British industry. Due to their current growth, there is now a need to appoint an Assistant Manager.

The successful candidate will head up a small, but expert team providing lease valuation for the company. In addition to producing lease valuation and quotations, you will also be responsible for investigating and implementing new methods of evaluation and incorporating changes which take place in relation to taxation.

Ideally you will be aged between 25 and 35 and your background must include significant lease evaluation experience. You will probably have gained this in an accounting practice, a finance house or from working on DP systems.

In addition to a salary around the indicator shown, benefits include performance bonus, profit share, free BUPA and concessionary home loan facilities.

Candidates, male or female, should apply in confidence enclosing a full C.V. and quoting reference MCS/5029 to Barrie A. Whitaker, Executive Selection Division, Price Waterhouse Associates, Southwark Towers, 32 London Bridge Street, London SE1 9SY.



## OIL TRADERS

Established, successful international trading company (turnover £-£12 million in 16 months) is expanding and seeks young, successful trader for dealing both in crude and oil products. Contacts and guaranteed sources available. Shareholding offered to right person.

— FROM THE FLOW. MAKE IT GROW. —

Phone for appointment:

PLANET EXPORTS 01-575 7321

## FILTRATION SEPARATION SALES MANAGER

Excellent opportunity to establish UK base leading to manufacture for U.S. company offering wide range of high performance filters, moisture separators, membranes, membranes and water treatment systems. Experience essential coupled with demonstrated ability in sales and marketing.

Please write in confidence, to Box A8001, Financial Times

## BANK MARKETING OFFICER

WITH GOOD LATIN AMERICAN/SPANISH CONTACTS  
London based subsidiary of international bank seeking a highly experienced individual to handle the bank's Latin American/Hispanic business development and research. The post involves extensive travel throughout Latin America and the USA. Good Spanish and English language skills essential. Good banking contacts in the area. Fluency in either Spanish or Portuguese an advantage. The remuneration package will be commensurate with the position and include non-contributory pension, car, life assurance and private family health insurance.

Candidates should send their curriculum vitae to Box No. A8002, Financial Times, 10 Cannon Street, London EC4P 4BY.

**Oppenheimer**  
FUND MANAGEMENT LIMITED  
(a member of the Mercantile House Group)

require a

## UNIT TRUSTS — ADMINISTRATION MANAGER

Internal promotion has created this vacancy. We require candidates from this industry who have specialised in the administrative control of a dynamic and successful Unit Trust Group. Experience must include not less than 5 years' in a directly related management role. Leading a small team and with the minimum of supervision and direction, the successful candidate will be responsible to the Director for all aspects of the administration of an expansion-minded, equity based, Unit Trust operation. This will include trust and management accounting, registration, valuations, and close liaison with the Trustees and unit holders, as necessary. The ability to provide a high level of administrative support is essential, together with the capacity and commitment to make a full and constructive contribution towards the Group's future needs in this area. Success in this appointment will be reflected in increased authority/responsibility and earnings. Initial salary negotiable, circa. £15,000 plus performance related bonus, car, non-contributory pension, free life assurance and private family health insurance.

Detailed applications, in strict confidence, to: J. E. Gardiner, Director, Oppenheimer Trust Management Limited, Mercantile House, 66 Cannon Street, London EC4N 8AE.

## International Fixed Income Fund Manager c£18,000 plus benefits

Our client is a multinational insurance group with major interests in broking, underwriting and re-insurance. The group currently seeks an additional executive to play an active role in managing substantial funds, principally in the bond market.

Key requirements include:

- ★ a good working knowledge of the gilts market and of non-Sterling instruments, particularly US\$ bonds
- ★ strong interpersonal skills combined with a flexible approach
- ★ the ability to work under pressure and the enthusiasm to contribute to the team's success

Interested applicants, who are unlikely to be aged under 24, should telephone Chris Smith on 01-404 5751, or write, enclosing a detailed curriculum vitae, to Banking and Finance Division, 23 Southampton Place, London, WC1A 2BP, quoting ref. 3462.



**Michael Page Partnership**  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

## Treasury Audit Analyst c£16K+banking benefits

"We hire relatively few and seek out the best"

Morgan Guaranty Trust Company of New York is one of the world's premier corporate banks, with branches in every major financial centre and assets exceeding \$60 billion. We trade actively in all significant financial markets, including Foreign Exchange, Eurodollar, Sterling, Bullion and Financial Futures. The fast-moving and complex nature of our business demands careful control and immediate and accurate information management. Our commitment to excellence in our treasury activities has resulted in the creation of a new position for a Treasury Audit Analyst.

Your duties will be to analyse business risk in all our treasury activities and to design and oversee implementation of audit procedures to monitor and control our risks. You will supervise other professionals in our Treasury Audit Group, and work with all levels of Treasury and Audit management, recommending improvements in the way we transact and control our treasury business.

Probably in your mid to late 20s and qualified to degree or professional level, you will need to demonstrate thorough knowledge of trading markets, practices and risks. You may have gained this knowledge via direct experience in treasury activities for an international financial institution or multinational corporation, or via specialist banking experience with a major accounting firm. Knowledge of dealing systems would be a definite advantage. Because you will be interacting with senior management, excellent written and verbal communication skills are required.

We are offering an extremely attractive remuneration package of around £16K plus a comprehensive range of benefits including profit sharing, mortgage subsidy, non-contributory pension and medical and life insurance schemes. We offer a generous relocation package if applicable. As this is a new position in a fast-growing progressive banking environment, prospects of further career development are also excellent.

If you are interested please write with full details of your experience to: Jim O'Donnell, Morgan Guaranty Trust Co. of New York, P.O. Box 161, Morgan House, 1 Angel Court, London EC2R 7AE.

**The Morgan Bank**

## INVESTMENTS DEALER (MONEY MARKETS)

Halifax Building Society wishes to recruit an additional Dealer for its Investment Department based at Head Office in Halifax.

Invested funds are now in excess of £3 billion and the Society has a substantial presence in the wholesale money markets. The person appointed will be involved primarily in CD, Bill and Deposit dealing and relevant experience in these areas is desirable. A professional qualification would enhance future prospects.

The post carries a full range of benefits, including a contributory pension scheme, life assurance, BUPA and staff mortgage facilities.

To apply please send a full c.v. marked "Private" to: H. Gaudry FCIS, General Manager (Staff), Halifax Building Society, P.O. Box 60, Trinity Road, HALIFAX HX1 2RG.

**HALIFAX**  
BUILDING SOCIETY

## MANAGER - PERSONAL FINANCIAL PLANNING

LONDON c. £20,000

Car and attractive benefits package

William M. Mercer-Grant Simmons is part of the world's leading benefits and consulting firm, itself a part of Marsh and McLennan Inc, one of the largest insurance brokers.

The personal financial planning division provides comprehensive advice to senior executives, employees (and their dependants), of leading UK and multinational companies. Such advice will naturally incorporate aspects of personal tax, investment, wills, trusts, pension and social security benefits.

As a result of expansion, a manager is required for the London unit based at Holborn office. The successful candidate will be responsible for the management of the unit and development of business from our substantial corporate client list. The work of the unit is predominantly on a fee charging basis and a professional approach is essential.

If you feel that you have the necessary qualifications to fill this exciting role please write in the first instance to:

G. C. White, Director  
WILLIAM M. MERCER-GRANT SIMMONS LTD  
4 Southampton Place, London WC1A 4DA

## Career Move 1985?

Are you now earning over £20,000 p.a. and thinking of a career move?

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**Connacht**

Executive Management Services Ltd.  
32, Savile Row, London W1. 01-734 3679

## General Manager

### City of London Based

Well capitalised U.K. subsidiary of prestigious international insurance company wishes to appoint an Assistant General Manager to assist the Chairman/Managing Director who is or seconded from the parent company. This is a new position offering excellent career prospects and only those present earning at least £20,000 p.a. should apply.

Applicants should be well versed in general insurance administration and in particular will have considerable London Market and/or reinsurance experience. The successful candidate will also be fully conversant with all U.K. regulations appertaining to insurance and in this regard legal or accounting qualifications would assist. In addition, he/she will be expected to deal with Lloyd's brokers at principal level.

Background knowledge of U.K. and E.E.C. direct business (including the licensing requirements in E.E.C. countries) would be useful but not essential.

Salary negotiable. Excellent benefits package including company car.

Please write with full cv to: Confidential Reply Service, Ref. BHG 1255, Austin Knight Advertising (U.K.) Limited, Brunswick House, Upper York Street, Bristol BS2 8QN.

Applications are forwarded to the client concerned, therefore companies in which you are not interested should be listed in a covering letter to the

Confidential Reply Supervisor

**Austin  
Knight  
Advertising**

## Unit Trust Administrator

Age 25-30

City Bank

We are looking for a person with 4-5 years' experience of Investment and Unit Trust Administration.

A comprehensive knowledge of securities settlement worldwide, together with experience in the preparation of unit trusts accounts would be a distinct advantage.

In addition to a competitive salary, fringe benefits include mortgage subsidy scheme, pension and life assurance cover, private medical cover, staff restaurant, season ticket loan and 4 weeks holiday.

Please write with career details or telephone for an application form to:-

Mrs Linda Cobbold,  
Personnel Officer,  
The Royal Trust  
Company of Canada  
48-50 Cannon Street  
London EC4N 6LD  
Tel: 01-236 6044

**ROYAL  
TRUST**

## LAWYERS for Middle or Far East.

Coward Chance are expanding their overseas operations in the Middle and Far East and require qualified solicitors or barristers willing to work abroad for a period in their City office.

Applicants with a good degree and experience in international financial, commercial or shipping work will be preferred. Fluent Arabic, Mandarin or Japanese would be an asset.

Career prospects are good and salary and other benefits will be competitive.

Please write with full cv to:

Mrs D. Pegg,  
Coward Chance, Royce House,  
Aldersbury Square,  
London EC2V 7LD.

**COWARDCHANCE**

## INTERNATIONAL BANKING

**CORPORATE MARKETING** £15,000 - £25,000  
Opportunities for top-quality lending/marketing bankers exist across a wide spectrum in terms of bank (U.K., U.S., European), industry speciality (Property, Shipping, Insurance, Interest Rate Swaps, & Foreign) and age/level of seniority (24-40).  
The core criterion is that one should have a strong academic background augmented by sound training, successful experience and obvious growth potential.

**HEAD OF CUSTOMER SERVICES** £15,000  
This is an unusual opportunity with a growing European bank for a sound specialist in the area of both "retail" and international banking operations, together with clear supervisory skills. An A.I.C. around 35 would be ideal.

**MANAGEMENT ACCOUNTING** £10,000 - £14,000  
With the accent on Management accounting/analysis/audit, this is a key position for a sound specialist in the area of both "retail" and international banking operations, together with clear supervisory skills. An A.I.C. around 35 would be ideal.

**CREDIT ANALYSIS** £9,000 - £15,000  
Two prominent U.K. merchant banks each seek a young banker with, at the very least, really sound basic training and experience in credit analysis. Both banks have the obvious carrots of involvement in marketing; both, however, extend genuine career prospects in line with one's skills and interests.

Telephone John Chiverton or Ann Costello

**JOHN  
CHIVERTON  
ASSOCIATES LTD.**

5 CASTLE COURT,  
LONDON, EC2, 01-623 3861

## ASSET FINANCING

In order to implement the next stage of its development Capital Value Brokers Limited is seeking to recruit Financial Services Marketing personnel who will:-  
• provide marketing for the leasing/finance division of a financial or commercial organisation.

• have been engaged in marketing to either small and medium sized companies or involved with sales aid schemes.

• have a high level of self motivation and commercial awareness.

• probably be aged between 23-35.

• be capable of earning a good basic salary into an extremely attractive self generated financial package through a generous profit sharing scheme.

Please send a C.V. to Charles Bishop, Capital Value Brokers Ltd, 21 College Hill, London EC4R 2RP.

## Managing Director Insurance

Kent

over £50,000

Our client writes most classes of insurance, and is part of a group with international interests.

Within the outline set out in the agreed corporate plan, the managing director will have the authority to run the business.

Probably aged 35-50, the ideal candidate will have several years' general management experience with an insurance company, and is likely to have some first-hand experience of underwriting.

Salary and benefits are negotiable, and will not be a deterrent for the right person.

Please write in strictest confidence to M.J.B. Ping, including a career history, quoting reference number F/155/P, at Ernst & Whinney Management Consultants, Becket House, 1 Lambeth Palace Road, London SE1 7EU.

**Ernst & Whinney**

**OPERATIONS  
MANAGER—  
SECURITIES**  
£25,000  
+ car

Active and expanding Merchant Banking subsidiary of major international bank is seeking a highly experienced manager to take a key position. Reporting directly to the Managing Director, the job involves complete responsibility for all operational activities, which revolve around the sale of equities, bonds and derivatives. The successful candidate (aged 30-40) will possess an in-depth knowledge of securities settlement and accounting procedures, together with an understanding of and affinity for the banking industry. Personal qualities required are those of leadership, initiative and fair, the position offered being a long term career role. The salary is freely negotiable, and augmented by an extensive package of benefits. Ref: RJ

**UK MARKETING  
£23,000  
+ benefits**

Prestigious European Bank with increasing U.K. market share seeks to appoint a ambitious and capable Banker (aged 26-35) to a senior position within Business Development. The successful candidate will possess sound experience in marketing to U.K. companies and must nationwide with an active international market. This position carries considerable responsibility and scope for individual career advancement. fringe benefits are extensive, and salary negotiable. Ref: PMB

**INTERNAL  
AUDITOR  
£23,000  
+ car**

A chartered accountant who possesses a sound operational approach and good communication skills is sought by this reputable and expanding European Bank. Candidates, qualified with one of the "Top 5", will already have some experience in the International Banking sector, and will be required to set up and manage the internal audit function. Full training of banking benefits applies. Ref: PMB

**F/X SETTLEMENTS  
MANAGER  
£18,000**

Substantial and expanding International Bank seeks to appoint an experienced and capable person to this important position. The job, reporting directly to the Managing Director, involves complete day-to-day control of all aspects of the F/X administration, including bank and deposits. Candidates should have extensive experience in this area, and be able to demonstrate true leadership qualities. Prospects for wider involvement in the operational areas are excellent. Ref: RJ

**CREDIT  
ANALYST  
£15,000**

International Bank undergoing significant expansion seeks to appoint its existing team by the appointment of an experienced and capable analyst. Candidates should possess 3/4 years in-depth credit experience gained from a good bank, and be ready to accept increasing responsibility. Prospects are excellent, benefits extensive, and the salary is fully negotiable. Ref: PMB

**JUNIOR  
MARKETING  
OFFICER  
£15,000**

An excellent career opportunity exists within an aggressive International Bank for an ambitious and dynamic individual. The successful candidate will be required with a minimum of two years commercial experience, who will specialise in areas responsible for both liaison with existing clients, and developing new business. Considerable scope exists for further career development. Benefits are in accordance with the status of the job. Ref: PMB

**RODAN RECRUITMENT LIMITED**

14 DEVONSHIRE SQUARE · LONDON EC2M 4TE · TELEPHONE: 01-377 1199

## General Manager Designate

Building Society – Southern England  
up to £25,000

This is a group C building society and committed to retain its independence. The General Manager is approaching retirement and his successor will have the opportunity to continue the development of a progressive society. The position will be attractive to an ambitious person with initiative and entrepreneurial flair.

Candidates, preferably FCSI, must have generalist building society experience including surplus funds investment. Management experience is also essential. Starting salary negotiable as indicated plus car, non-contributory pension, subsidised mortgage, BUPA and five weeks' holiday. Relocation assistance if appropriate.

Please write in confidence stating how requirements are met to David Bennell ref. B.43776.

This appointment is open to men and women.  
HAY-MSL Selection and Advertising Limited,  
52 Grosvenor Gardens, London SW1W 0AW.  
Offices in Europe, the Americas, Africa, Australia and Asia Pacific.

**HAY-MSL**

MANAGEMENT SELECTION

## Capital Markets/ Export Finance

Major US Bank

£25,000+Car  
+Benefits

If you believe that you possess entrepreneurial flair, energy, diplomacy and a high level of ambition, then here is an unique opportunity to join the city office of a substantial international bank where you will be given the backing and freedom to develop business in the areas indicated above.

Your initial responsibilities will be in the area of marketing, structuring and placing of European trade finance products covering both government supported and private commercial

transactions, but will soon broaden out.

You should have several years experience of negotiating large, complex trade and export finance deals gained either within a merchant or foreign bank or export finance house. The successful candidate must have a working knowledge of European export finance schemes.

To apply please telephone or write to Brian Burgess quoting Ref: BB 9098.

International  
Search and Selection  
160 New Bond Street, London W1Y 0HR  
Telephone: 01-408 1670

**Lloyd  
Chapman  
Associates**

Salary c£27,000  
+ Bonus + Car

London Based

## Managing Director Insurance Broking

Our client is seeking a Managing Director to be responsible for the day to day management of its Insurance Broking subsidiary. The successful candidate is unlikely to be under 35 and will have extensive management experience in the Insurance Broking Industry and have particular expertise in personal financial planning.

He/she will be responsible for setting the marketing strategy and establishing plans for the continuing development of the business. In addition to a salary of c.£27,000 and a bonus, a company car and pension benefits will be provided.

Please write in strictest confidence with a full cv enclosing, under separate cover, the names of any companies to which you would not wish to apply to Kenneth Causton & Associates (Ref. MD/21), Wakefield House, 152/3 Fleet Street, London EC4A 2DH.

**Kenneth Causton & Associates**  
RECRUITMENT ADVERTISING

## BRANCH OPERATIONS INTERNATIONAL BANKING O & M Background Salary neg. up to £16,000.

Our client is a North American Bank, in the 'first division' nationally and internationally. It manages its UK, European, Middle Eastern and African interests from the City of London.

As a result of expansion of business, plans for growth and major capital expenditure on business automation there is a requirement for a Senior Banking Operations Officer in London. The responsibilities will be wide, covering standard banking operating systems at branch and head office level, advising and if necessary developing the efficient use of telecommunications, data communications, mainframe (IBM) and personal computing facilities, the effective use of word processing functions and assisting in manpower utilisation and planning. In these activities the Officer will hold a senior post within the Regional Banking Operations Group and act as an advisor to head office and branch management.

Candidates must have a banking or finance background with training in either O.R. or O & M, possibly a post-graduate or professional qualification and an awareness of office automation, electronic communication systems and their collective interaction with staff. DP/Systems Analysis is less important than practical banking experience.

There are good career prospects, opportunities for overseas travel, competitive benefits and a negotiable salary. Suitably qualified men and women should forward a full CV to Terry Fuller, quoting Ref: 340, or telephone for an initial discussion on 01-240 9555. Deansgate Management Services, 63/66 St Martin's Lane, London, WC2N 4XJ.

**DEANSGATE  
MANAGEMENT SERVICES**  
ADVERTISING · SEARCH · SELECTION  
ADIVISION OF WHITES BULLHORSES  
LONDON AND MANCHESTER

## PORTFOLIO MANAGER

£ Neg.

A leading Merchant Bank, a member of the Accepting Houses Committee requires a Portfolio Manager to join its expanding Pension Fund Department. The successful candidate is likely to be aged between 25 and 32, and should have had several years experience of mixed portfolio investment. An attractive remuneration package will be negotiated, including mortgage facilities and non-contributory pension scheme.

## MARKETING

£20,000

Our client, a "blue chip" institutional investor requires an individual with the ability to market the team's expertise and attract a range of funds for management. Candidates will demonstrate a combination of significant investment experience together with a high standard of interpersonal skills. Age preferred 28-40.

## UK EQUITY ANALYST

£12-£15,000

The successful applicant is likely to be a graduate with at least 2 years experience in providing analytical support to UK Equity Fund Managers. Excellent prospects and a competitive remuneration package are offered by our clients, a progressive City based Investment Management Organisation. Age preferred 23-27.

## CORPORATE FINANCE

£ Neg.

Due to increasing demand for the services of its Corporate Finance Department our client, an Accepting House, wishes to recruit two additional Executives. Applicants should be aged 25 to 29, have a good degree and hold a professional qualification (ACA or Solicitor). Some experience of corporate finance work would be an advantage. Competitive salaries will be paid together with the usual bank benefits.

For the above vacancies please contact:

Peter Latham or Roger Steare.

## MARKETING OFFICERS

£25,000

On behalf of an expanding Banking Organisation, which provides a comprehensive range of financial services, we are seeking Marketing Officers with experience of major UK corporates and syndications. Strong preference will be given to graduates aged 27-32 years with US credit training. Fluency in Italian or Dutch is essential. Please contact: Norma Given.

All applications will be treated in strict confidence.

JONATHAN WREN & CO. LIMITED, 170 Bishopsgate, London, EC2M 4LX.

Tel: 01-623 1266

**Jonathan  
Wren**  
RECRUITMENT  
CONSULTANTS



## Old Head on Young Shoulders? Manager, Corporate Finance

c.£25,000

This new and exciting senior management opportunity can be regarded as further evidence of the staggering and accelerating rate of growth being experienced currently by our client, the London-based UK subsidiary of a renowned International Finance and Investment Organisation.

As **MANAGER, CORPORATE FINANCE**, reporting to and directly assisting the Department's Associate Director, you will be particularly expected to raise mandates in any currency on behalf of private U.K. Corporations. However, by forming a close and effective business relationship with such clients, you will also seek to provide them with a complete and personalised service to satisfy any funding requirements.

To match our needs, you may have an accounting, economics or business management background and with a few of major Auditors in the market. Alternatively, you will have gained at least 3 years' relevant experience in the Corporate Finance (or possibly Syndication) Department of a British Merchant Bank or equivalent financial/legal institution.

In any event, you must be flexible, analytical, conscientious and deal-oriented with a highly developed and independent sense of judgement. Proven experience in equity-based financing would be a distinct advantage. Age: 25-30 years.

An excellent range of normal banking benefits are available, including mortgage subsidy, personal loan facility and private health insurance. Future prospects are superb.

Interested? Then ring, or preferably write to me, Richard J. Sowerry, Sowerby's (Selection) Ltd., Personal Consultants, 500 Cheam House, 150 Regent Street, London W1E 5FA. Tel: 01-438 6228. (This position is open to both men and women).

*Sowerby's Selection*

## Sales Executives

DEALING ROOM SYSTEMS

£23,000 + car

Our client leads the field in the supply of financial information and dealing room systems and now seeks to appoint two additional sales executives.

Ideal experience would either have been gained by selling information or communications systems to City markets or by working in a trading capacity within the equities, bonds, commodities or foreign exchange markets where you will have had considerable exposure to such systems as a user.

Earnings include a high salary plus commission and will be substantially increased after 6 months with projected earnings at around £30,000.

Aged 25 to 35 candidates should contact Hugh Dixon quoting ref: 561 at Johnson Wilson & Partners, Clarence House, Hyde Street, Winchester, Hampshire SO23 7DX or telephone (0962) 53319 (24 hr service).

Interviews in the City

**Johnson Wilson & Partners**  
Management Recruitment Consultants

**GLC**  
Working for London

## Deputy Investment Manager Securities

The Council's Superannuation Fund invests in a wide range of securities, with a current market value of over £700m. This position contributes to the management of UK and overseas investments, particularly the fixed interest portfolio, and maintains liaison with brokers on all aspects of the Stock Market.

A background in dealing on behalf of a large fund in various investment markets is required, with experience of fixed interest stocks (including Switching); interpreting/presenting financial information and liaison at top level with companies, banks and other financial organisations. Proven communication and staff management skills are essential.

Salary: £14,781 - £16,545 inclusive.

The GLC is an equal opportunities employer. We welcome applications from women and men from all sections of the community irrespective of their ethnic origin, colour, sexual orientation or disability, who have the necessary attributes to do the job.

For an application form, to be returned by 5th March 1985, write to GLC Finance Department, Room 296, The County Hall, SE1 7PB or telephone 01-633 3665.

This post is suitable for job sharing.

## MARKETING OFFICER £17,000

Due to their expansion and growth, this elite Merchant Bank requires a graduate manager with one and a half years' corporate marketing experience. You will market all the bank's products to Financial Directors of developing European corporations. Age 24/28 and preferably have been on a recognised credit course.

## EUROBOND SUPERVISOR £13,000

This well-known Merchant Bank requires a senior settlements person who is looking for a challenging role. As assistant to the Manager you will be supervising your own section and depushing in his absence. Age 27/35 with approximately 5 years' bond settlements experience from another bank or broker.

## FINANCIAL ANALYST £12,500 neg.

Leading Merchant Bank requires an ambitious graduate who has at least 18 months' experience of credit analysis. You will be involved in all the bank's international financial proposals with particular reference to credit, economic and political risks. Age 22/26 with a university degree.

FOR FURTHER DETAILS OF THESE AND OUR OTHER CURRENT VACANCIES PLEASE CALL

MIKE BLUNDELL JONES on

236-1113 (24h ours)

## PORTMAN RECRUITMENT SERVICES

## INTERNATIONAL BANKING CONSULTANT

DFC is a rapidly growing firm specialised in banking and investment. We require a full-time consultant based in London. The successful candidate, aged 25-30, should have about 2-5 years' experience in banking or financial consultancy and an MBA or equivalent degree. Working knowledge of French is essential and Spanish an advantage. The job involves significant overseas travel and presents excellent prospects for professional growth.

Interested candidates should write with detailed CV to:

Mrs S. Stovell  
Development Finance Consultants  
141-143 Drury Lane  
LONDON  
WC2B 5TD  
Tel: 01-836 3424

DEVELOPMENT FINANCE CONSULTANTS LTD.

This new and exciting senior management opportunity can be regarded as further evidence of the staggering and accelerating rate of growth being experienced currently by our client, the London-based UK subsidiary of a renowned International Finance and Investment Organisation.

As **MANAGER, CORPORATE FINANCE**, reporting to and directly assisting the Department's Associate Director, you will be particularly expected to raise mandates in any currency on behalf of private U.K. Corporations. However, by forming a close and effective business relationship with such clients, you will also seek to provide them with a complete and personalised service to satisfy any funding requirements.

To match our needs, you may have an accounting, economics or business management background and with a few of major Auditors in the market. Alternatively, you will have gained at least 3 years' relevant experience in the Corporate Finance (or possibly Syndication) Department of a British Merchant Bank or equivalent financial/legal institution.

In any event, you must be flexible, analytical, conscientious and deal-oriented with a highly developed and independent sense of judgement. Proven experience in equity-based financing would be a distinct advantage. Age: 25-30 years.

An excellent range of normal banking benefits are available, including mortgage subsidy, personal loan facility and private health insurance. Future prospects are superb.

Interested? Then ring, or preferably write to me, Richard J. Sowerry, Sowerby's (Selection) Ltd., Personal Consultants, 500 Cheam House, 150 Regent Street, London W1E 5FA. Tel: 01-438 6228. (This position is open to both men and women).

**CJA**

## RECRUITMENT CONSULTANTS

35 New Broad Street, London EC2M 1NH  
Tel: 01-588 3588 or 01-588 3576  
Telex No. 887374 Fax No. 01-638 9216

## FINANCIAL FUTURES DEALER

£18,000-£28,000

## LEADING INTERNATIONAL BANK, A PRIME NAME IN THE MARKET

The further expansion of our Client's dealing team means that they now invite applications from dealers aged 24-28 who must have had at least 2 years' experience of financial futures trading. Some involvement with other new financial instruments would be an added advantage. The successful candidate must be self-motivated, have a proven track record and thrive on working in a demanding yet stimulating environment. Every opportunity will be given to develop this area of dealing and promotion prospects are excellent. Initial starting salary is likely to be in the range £18,000-£28,000 and will be supplemented by a full range of banking benefits. Applications in strict confidence, under reference FFD64227FT, will be forwarded unopened to our Client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager.

CAMPBELL-JOHNSON RECRUITMENT ADVERTISING LIMITED, 35 NEW BROAD STREET, LONDON EC2M 1NH

Prospects of Board appointment in 6-12 months and potential to become Managing Director in 2-3 years. A 'turn-around situation'. Opportunity for major, direct contribution in new, young vigorous senior management team.

## CJA COMMERCIAL DIRECTOR — DESIGNATE

RURAL EASTERN ENGLAND £16,000-£18,000 + BONUS

## SPECIALIST MANUFACTURER FOR CONSUMER GOODS INDUSTRY — SUBSIDIARY OF MAJOR DIVERSE GROUP

Applications are invited from qualified accountants, (A.C.A. or A.C.M.A.), aged 28-35 with a minimum of 5 years broad post-qualification financial/commercial management experience in a fast moving, marketing orientated manufacturing organisation. A sound grasp of modern computerised accounting, control and reporting procedures is essential. Knowledge of office automation and the treasury function is highly desirable. Reporting to the Chief Executive, the successful candidate will be responsible for the leadership and direction of a small team engaged in all aspects of the company's financial, accounting and commercial activities, including purchasing and E.D.P., with the immediate objective of improving existing methods/systems. Key to the success of this appointment is the ability to inspire confidence in the overall planning and successful execution of future corporate strategy, both short and long term, requiring a forward-looking, positive and constructive approach plus total commitment. Initial salary negotiable £16,000-£18,000 + bonus, contributory pension, life assurance, B.I.P.A. and assistance with relocation expenses. Applications in strict confidence under reference COD 4315FT to the Managing Director.

CAMPBELL-JOHNSON ASSOCIATES (MANAGEMENT RECRUITMENT CONSULTANTS LIMITED), 35 NEW BROAD STREET, LONDON EC2M 1NH. TELEPHONE: 01-588 3588 or 01-588 3576. TELEX: 887374. FAX: 01-638 9216.

\*Please only contact us if you are applying for one of the above positions.

## CONSULTANTS PERSONAL FINANCIAL PLANNING

SALARY £ NEG.

+ COMPANY CAR + BONUS + GENEROUS BENEFITS  
As the Personal Financial Planning Division of one of Britain's foremost consultancy groups, we provide advice on investment and related matters to executives and employees (and their dependants) of our corporate clients. We are looking for a number of consultants to strengthen our professional service line.

Watford Birmingham Manchester Glasgow Central London  
We advise clients primarily, though not exclusively, on lump sum investment including relevant tax and legal aspects. Successful candidates should have experience of a range of investment areas, and a sound knowledge of Social Security benefits would be advantageous.

Please write, enclosing full c.v. to arrange a formal interview, to:

G. C. White, Director  
WILLIAM M. MERCER-GRANT SIMMONS LTD  
4 Southampton Place, London WC1A 4DA

## EUROBOND DISTRIBUTION/PLACEMENT

LTCB International Limited, after five years of solid growth, is seeking to expand its Eurobond distribution capability by adding a number of qualified people to its currently strong base. The positions range from junior to senior levels. Candidates should be knowledgeable about international securities and financial markets, with the ability to operate in a team environment in order to generate business opportunities of both a sales and trading nature. UK, European and Middle East contacts and travel will be offered. The positions offer exposure to all areas of the Eurobond business and candidates should wish to be generalists as opposed to specialists.

The company is one of the top Eurobond houses in the management tables, is equally strong in fixed-rate and floating-rate issues, is involved in all major currencies and is rapidly developing as an issuing house.

A competitive salary and other banking type benefits are available. To apply for these positions, please send a C.V. to Mr B. F. Gadow, Executive Director. All replies will be treated in confidence.

## LTCB International Limited

18 King William Street, London EC4N 7BR.

## CREDIT ANALYSTS

County Bank is one of the fastest growing merchant banks in the City. Due to business expansion and internal transfers we are seeking a number of high calibre analysts in the Credit Section of the Risk Evaluation Unit. The section is responsible for submitting propositions to the Board in respect of the Bank's capital, market activities as well as providing credit support to other areas of the Bank. The work is diverse and demanding.

Ideally candidates should have a minimum of one year's credit experience, preferably with formal credit training. Analysts will become familiar with the techniques and documentation of RUFAs and Swaps and any experience in these areas will be an advantage though not essential.

Ability, effort and initiative will be recognised both in terms of remuneration package and promotion opportunities.

Salary will be commensurate with experience and ability and will include the normal range of banking benefits.

Applications, including full CVs, should be sent to Ian Carlton, Personnel Manager, County Bank Limited, 11 Old Broad Street, London EC2N 1BB.

## COUNTY BANK

## Investment Specialists

Fast-Track Career Development

£ negotiable

A major UK institution is seeking to offer significant career opportunities to investment specialists with experience in the UK Gilts market. This London based organisation has many international clients and overseas visits will occasionally be required. The successful candidate will be given an immediate opportunity to contribute to dealing, fund management, policy and development matters.

If you consider that this attractively remunerated position may be of interest to you, please write to, or telephone, Derek A. Burn, MCP Consultants, Halton House, 20 Holborn, London EC1N 2JD (01-605 9000) in strictest confidence so that we can discuss the suitability of the position offered to your career development plan.

**MCP Consultants**  
Financial Sector Human Resources

## A FRONT LINE COMMUNICATION ROLE in a Systems Development Environment

£10,000 - £15,000

Giving presentations and demonstrations?

A stockbroking/jobbing background?

A working knowledge of computer systems?

If you can offer a mixture of these then you are just the person to help us with a very big challenge ahead of us...

• Keeping all potential users of our new trading system up to date concerning the progress of the development.

• Providing them with guidance and training.

• Becoming the crucial link between the user and the development team.

• Communicating the problems, suggestions and changes in user requirements.

If this challenge attracts you then write now with a full curriculum vitae to Mary Thom, Personnel Manager, The Stock Exchange, Old Broad Street, London EC2N 1HP.

**The Stock Exchange**

## Robert Fleming

## Eurobond Salesman

Our Eurobond and Securities Market Making Department now has an opportunity for a Salesman to join its established team handling Japanese convertibles, warrants and equities.

Salary will be negotiable and the remuneration package will include bonus, share incentive scheme, mortgage facility and non-contributory pension scheme.

Applicants of either sex, ideally between 23-30 having specific experience in these areas, should write enclosing a curriculum vitae to: Frank Smith, Robert Fleming & Co. Limited, 8 Crosby Square, London, EC3A 6AN.

## CHALLENGE and OPPORTUNITY

My client is a rapidly growing company leasing high-technology equipment. They operate in sixteen countries and 80% of their revenue is generated outside the U.K. They now want to appoint a:

### COMPANY SECRETARY

The successful candidate will have:

- ★ An LLB or equivalent qualification
- ★ At least five years experience as Secretary to a publicly quoted company
- ★ An in-depth knowledge of UK contract law and ideally some experience of this in European countries
- ★ Knowledge of capital equipment insurance

In return my client will offer:

- ★ A salary between £18 to £20,000 p.a.
- ★ A full range of benefit programmes
- ★ A company car
- ★ The opportunity for overseas travel
- ★ The chance of career growth

An equity participation plan is in operation.

If you have the qualifications and want to work in this exciting environment, send your CV to me in complete confidence.

**RICHARD GIDMAN**  
Consultant to Management  
PO Box 73  
Nr Henley-on-Thames, Oxon RG9 6LP

## Williams de Broe

### PRIVATE CLIENT DEPARTMENT

Account Executive  
Aged 27 - 35 years

Candidates should be able to demonstrate an in-depth knowledge of investment strategy and marketing, a professional approach to fund management and the experience to initiate and communicate ideas in a team environment.

Please apply in writing to:  
Stuart Fraser,  
Williams de Broe Hill Chapel & Company  
Stockbrokers  
Pinners Hall, Austin Friars  
London EC2P 2HS

## Careers in Commodity Broking

**Coffee Trader** c£20,000 basic  
A well established International Company wishes to appoint an additional trader to augment its team. Candidates aged under 40 should have a background in either Robusta or Arabica, and have developed good international contacts with both producers and traders.

**Dried Fruit Trader** £15-18,000 basic  
An interesting opportunity for an ambitious young trader (late 20's early 30's) to join an expanding London based merchandising operation, to establish its presence in the dried fruit market.

**Produce Traders** £10-20,000 basic  
A number of our clients are currently seeking to appoint traders with a knowledge of spices, edible nuts, oils and linseeds and/or pulses.

For further details on any of the above appointments contact Trish Collins, in complete confidence, on 01-481 3188.

**CHARTERHOUSE APPOINTMENTS**  
EUROPE HOUSE - WORLD TRADE CENTRE - LONDON E1 9AA - 01-481 3188

## INTERNATIONAL BANKING

### CHIEF EDITOR FOR PUBLICATIONS

A major bank requires a Chief Editor to lead an editorial team producing a range of high quality publications aimed at the bank's corporate customers and the general public. The editor will be responsible for the overall content of the bank's economic and trade periodicals as well as brochures covering various aspects of international banking services.

The job holder will be responsible to the manager, publications for the output of the editorial team, and will act as its deputy.

Please apply in writing with career details and specifying why you feel you should be considered to Box A.8514. Financial Times 10 Cannon Street, London, EC4P 4BY.

## International Appointments

### CHIEF ACCOUNTANT

**Qatar** to £28,000

Our Client, one of the leading commercial Groups in Qatar, seeks a Chief Accountant to head the financial/accounting operations of its very substantial U.S. automobile dealership. Candidates must possess a recognised U.K. accounting qualification plus extensive commercial experience. Prior experience in vehicle or equipment distribution would be advantageous as well as early availability.

A substantial tax free salary will be negotiated plus free housing, car, home leave etc.

Send detailed c.v. or telephone: Saba & Nagle International Limited, Recruitment Consultants, 23 Pembroke Square, London W2 4DR. Tel: 01-221 2996.

## SABA AND NAGLE INTERNATIONAL

### ATTORNEY NEEDED

TO SERVE AS SPECIALIST IN COPYRIGHT, TRADEMARK AND INTELLECTUAL PROPERTY MATTERS FOR AMERICAN FILM INDUSTRY

To be based in Rome with extensive travel in Mediterranean and Middle East countries. Must write and speak fluent Arabic and English and have international legal experience applicable to these regions. Background in intellectual property field recommended

Please send resume to Box A8910, Financial Times 10 Cannon Street, London EC4P 4BY

# Accountancy Appointments

## Financial Director

### Midlands

**c £18,000 + Performance Bonus**

A £5m manufacturing subsidiary of a successful, wholly British p.l.c. is now seeking a qualified Accountant, preferably ACMA or CA, to take full responsibility for the accounting function.

This Board appointment will require a broad background in a component manufacturing environment, including the preparation of budgets, forecasts and management accounts.

The Company is about to embark on a major computerisation programme and the Financial Director will be required to head-up this project. Extensive computer experience is therefore essential.

This is a key appointment and, in addition to leading and motivating the accounting function, the Financial Director will be expected to make a substantial contribution in developing the Company's strategy for growth and diversification.

Aged 35 to 45, the successful candidate will be offered an attractive remuneration package, including profit related performance bonus, Company car, BUPA and other large company benefits. Relocation assistance will be provided where appropriate.

Apply with comprehensive C.V., including current salary, to: Andrew Percival, Director, Harrison Cowley Recruitment, 141 Westbourne Terrace, London, W2 6JR.

## MANAGEMENT ACCOUNTANT

### London EC4

**c £16,000 + car**

We are a leading City company (T/O £15m) specialising in financial advertising, design and public relations with a very wide ranging client list.

We require a qualified accountant (ACMA) to report to the Managing Director. Responsibilities will include the control of five staff and the day-to-day running of the Accounts Department. He/she will prepare budgets, monthly management and statutory accounts. Knowledge of computerised systems is essential. The job will involve Company Secretarial duties and attendance at Board Meetings.

Candidates must have the personality to establish good working relationships with senior management and demonstrate the ability to accept additional responsibilities in due course.

### Applications to:

Miss Susan Box, Extel Advertising & PR Ltd,  
4 Bouverie Street, London EC4Y 8AB.

Tel: 01-353 5272

**Extel**

## INDEPENDENT OIL TRADING COMPANY

### FINANCIAL MANAGER CENTRAL LONDON

requires Financial Manager for the group's UK-based company. The successful applicant will head up an operations and accounts team responsible for statutory and management accounts, tax returns, financial controls and cash management. The company is implementing a computerised accounting and cash management system. Emphasis will be placed upon practical experience rather than professional qualifications but candidates must be capable of independently managing and performing all aspects of the accounting function. Previous experience in management skills and computerisation is desirable. Salary negotiable dependent on age, experience and qualifications but fully in line with current industry levels.

Apply with c.v. to Box A8911, Financial Times 10 Cannon Street, London EC4P 4BY

## Chief Accountant

### W. London

**c £17,000 + car**

Aged around 30? Qualified with strong ideas on how to run a busy accounting function in a fast moving environment? Keen to work as part of a small team in a successful expanding international company?

If you have good commercial experience, a sound understanding of computer systems, and US

reporting, then this role will provide you with...

...the opportunity of rapidly developing your career, the challenge of motivating and managing staff and the rewards of substantial fringe benefits.

Interested?

Contact John P. Sleigh FCCA  
on 01-405 3499  
quoting ref: J/58/FF

**Lloyd Management**

Selection Consultants 01-405 3499

### ACCOUNTANTS/LAWYERS

## Executive Total Compensation

**Senior Consultants — London c. £20,000+Car**

We are a Human Resource consulting company.

The scope of our advice covers the total compensation of executives, personnel consultancy and personal financial counselling.

We have vacancies for Senior Consultants in the team advising corporate clients on all aspects of senior executive rewards, whether immediate, deferred, cash, kind or equity based. The work extends to personal tax counselling for senior executives, and includes UK and international equity participation plans and expatriate compensation.

Your basic professional training will probably (but not necessarily) be in accountancy or the law, but the emphasis of our work is multi-disciplinary problem solving.

Salaries are negotiable depending upon experience and ability. The package includes a car and comprehensive benefits.

Write with full C.V. to: Eric Duffield, William M Mercer-Grant Simmons Limited, 4 Southampton Place, London WC1A 2DA.

**WILLIAM MERCER-Grant Simmons  
LIMITED**

## FINANCE DIRECTOR DESIGNATE

**Circa £25,000 + Car**

**Herts**

PCL Computer Services Limited, with a turnover of \$5 million, is one of the UK's fastest-growing computer services companies and ranks in the top 30 in the industry.

Due to recent management buy-out from its P. O. parent, the Company now seeks a Finance Director Designate.

The position will report directly to the Chairman and has a small team of Accounting staff reporting to it.

The job holder will be responsible for all aspects of the Company's financial affairs and the job holder will be expected to work closely with the Board and contribute significantly to the Company's overall management.

The successful candidate will be a qualified Accountant with managerial experience.

This is an exceptional career opportunity for the financial manager with the ambition and potential to move into the broader senior executive role.

The attractive, negotiable remuneration package reflects the importance the Company places on this appointment. All the normal fringe benefits associated with this type of appointment will be offered.

Please write or phone giving a comprehensive career résumé to:

PCL Computer Services Limited  
47 High Street, Rickmansworth, Herts. WD3 1ES  
Tel: 0923 771111

## LOOKING FOR A NEWLY QUALIFIED CHARTERED ACCOUNTANT

The Financial Times has arranged with the Institute of Chartered Accountants to publish a list of those candidates who were successful in the recent Part II examinations.

We propose to publish the list in our issue of Thursday, February 28, which will also contain several pages of advertisements under the heading of "Newly Qualified Accountancy Appointments." The advertising rate will be £37.00 per single column centimetre. Special positions are available by arrangement at premium rates of £44.00 per sec.

Newly Qualified Accountants, especially Chartered, are never easy to recruit—don't miss this opportunity!

For further details please telephone

ROBERT WINTER on 01-236 9763

OR

MIKE HILLS on 01-248 4864

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## 37 Investors in Industry Consultants Limited Recruitment Division

### Top Executives

earning over £20,000 a year

Can you afford to waste nearly £2,000 a month in delay? Minster Executive specialises in solving the career problems of top executives. The Minster programme, tailored to your individual needs and managed by two or more partners, is your most effective route to those better offers, 75% of which are never advertised.

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Telephone or write for a preliminary discussion without obligation—or cost.

### MINSTER EXECUTIVE LTD

28 Bolton Street, London W1Y 8HB. Tel: 01-493 1309/1085

### FINANCIAL ACCOUNTANT

**NW1**

**£10,000**

To provide management with accurate and timely information and reports on expenditure and profitability. In addition will be involved in systems development and day-to-day accounting. The position would suit a part-qualified person or graduate in their early to mid-twenties who has had at least two years' accountancy experience in commerce.

Ref: 7020

**Robert Jay Associates**

Executive Search & Selection

## Guide to Recruitment Consultants

The Financial Times has arranged with the Institute of Chartered Accountants to publish a list of those candidates who were successful in the recent Part II examinations.

including in this feature: "The Newly Qualified" Guide to Recruitment Consultants.

Entries in the Guide will be charged at £55 which will include company name, address and telephone number. Extra lines will be charged at £11 per line.

For further details please telephone:

Mike Hills on 01-248 4864

OR

Robert Winter on 01-236 9763

## FINANCIAL CONTROLLER

**Crawley**

**Around £15K + Car**

Memykon is a fast growing subsidiary of the Lockheed Corporation, supplying computerised flight plans to the aviation industry. This is a newly created position which will obtain Financial Director status in the 3 year development plan.

You will be a qualified accountant with the ability to take responsibility for all aspects of financial and management accounting within the Company. Reporting to the Managing Director, responsibilities will also include company administration matters.

Please write to Keith McNeil (Quoting reference 519) showing how you meet the above criteria and enclosing details of your career to date.

**cc&p**

Cookson, Clegg & Partners International  
26-28 Bedford Row, London WC1R 4EP

# Accountancy Appointments

## Financial Director (Designate)

### Kent Coast

Carter Wallace (UK) Ltd. is the subsidiary of a successful U.S. Group in the competitive toiletries and health-care market. Within its product range are many well-known brands including: Arid Extra Dry Deodorants, Nair Depilatories, Pearl Drops Tooth Polish, Linco-Bee Shampoo and Discover 2, home pregnancy test.

A Financial Director (Designate) is sought who will report to the Managing Director and, with department of 18, will assume responsibility for all finance and data processing functions within the company, in addition to assuming the company secretarial role.

The successful candidate will be a qualified accountant, aged 28-35. He or she may possibly be in the 'Number 2' financial role in a company with similar interests, but will

### £Attractive Package

certainly have sound technical expertise, leadership qualities and commercial flair. This is an excellent career opportunity for someone keen to make a significant contribution within the senior management group of a company poised for substantial sales growth.

An attractive package including company car and relocation costs, if appropriate, is offered.

Please reply in confidence quoting reference 5347/L to the company's adviser, Valerie Fairbank, Executive Selection Division, Peat Marwick Mitchell & Co., 165 Queen Victoria Street, London EC4V 3PD.

PEAT  
MARWICK

## astms

### FINANCE CONTROLLER

Circa £14,000 p.a.  
(including London Weighting)

We are seeking a person, preferably with a relevant professional qualification, to oversee our Finance Department. The successful candidate will have experience of computerised accounts systems and be willing to supervise up to 20 staff.

For application forms contact Michael Kennedy, Head of Management Services, Association of Scientific, Technical and Managerial Staffs, 79 Camomile Road, London NW1 1ES.

Closing date: Friday, 1st March, 1985

### Hi tech Retail

### Central London

To £20,000  
+ Car

Arthur Young Executive Selection

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

## Financial Controller

This computer retail company was established just under a year ago, and is aiming for a turnover of £15m in 1985. The company has had a major impact on this new marketplace through its stylish advertising and high quality stores. A subsidiary of a major UK group, it employs some 120 enthusiastic, high calibre people who will contribute to the company's success and further rapid expansion.

A Financial Controller is to be appointed in response to the company's growth. Reporting to the Financial Director, the position assumes responsibility for the provision of meaningful management information, the integrity of the company's financial controls and systems and the management of the accounts department.

Qualified and in your late 20s, you are keen

to run your own department having gained two years post qualification experience in commerce or industry. To date, you will have been involved in management accounting or financial control, ideally in a sales-led company. You have the man management ability, ambition and dedication to extend your own capabilities as the company develops. In return, opportunities exist for the right person to develop either within the company or group-wide.

Please write in confidence giving concise career, salary and personal details and quoting Ref: ER753/FT to:

H. F. Male, Executive Selection, Arthur Young Management Consultants, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

## FINANCIAL CONTROLLER PLUS

### North Birmingham

• Our client is a profitable, rapidly expanding privately owned company which sells and installs electronic alarm, monitor, and entry phone systems to government and industrial sector end users. Contracts are well supported by a growing manufacturing/assembly in-house capability.

• Now sought is a qualified accountant aged 30-40 to head up the company's financial and secretarial role, but also with an interest in, and the short-term development capability for, the general management of a presently small but growing workforce.

### Excellent Neg Package + Car

• For an appointee of appropriate existing skills and future development potential, benefits include a directorship in about one year's time. Relocation expenses will be negotiated where appropriate.

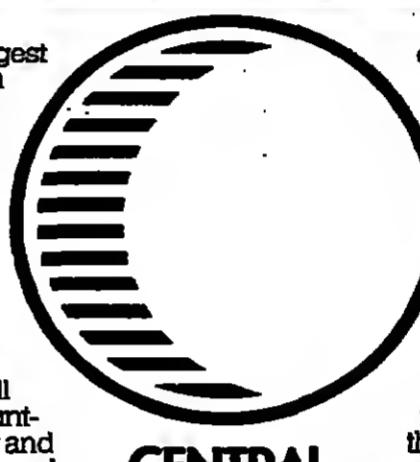
• Candidates, male or female, please telephone Leeds (0532) 459453 (24 hour answer service) or write for further details to David T Bentley, Senior Consultant, 31 Consultants Limited, Headrow House, The Headrow, Leeds LS1 8ES quoting Ref. DB/528.

3i Investors in Industry Consultants Limited  
Recruitment Division

Central Independent Television plc is the largest television contractor outside London, with a dual franchise covering both the East and West Midlands. Now firmly established as a major provider of television programming, Central has rapidly achieved profitability and continues to expand, with major investment at each of its Midlands broadcasting centres. It is also closely involved in the development of cable and satellite TV.

The Financial Controller will report to the Finance Director who is a member of the main board, and take full responsibility for all aspects of financial and management accounting. In addition to the budgeting, forecasting and treasury functions an emphasis will be placed

### BIRMINGHAM



CENTRAL

## FINANCIAL CONTROLLER

Interested applicants should write to John Woodcock ACMA at the address below enclosing Career details.

ROBERT HALF

KENSINGTON HOUSE, SUFFOLK STREET,  
BIRMINGHAM B1 1LN. 021 542 1663

FINANCIAL RECRUITMENT SPECIALISTS

on the continuing development of advanced computer systems. Six managers and seventy staff report to the position.

Applicants for this key role will be fully qualified accountants, 35-45, with at least ten years experience in industry, five years of which will have been at a senior level in major, multi-location companies. Evidence of effective interpersonal communication with both financial and non-financial management up to board level will be required. Suitable candidates will also demonstrate a considered and competent approach to business and an aptitude for reasoned thought in a complex and fast-moving environment.

£30,000 + CAR,  
RELOCATION + BENEFITS

## FINANCE MANAGER

### A Leading Role in Shaping Commercial Systems

£15,699 — £16,722

This is a senior management position within the Directorate of Works, a commercially orientated organization providing building, highways and other services to the departments of the Council. Reporting to the Director of Works, the Finance Manager will be responsible for the day-to-day running and long-term provision of a full financial management and accounting service, including budgeting and development of a more growing business and activities in a cost-conscious environment. Ideally a fully qualified accountant with a background in the construction industry, he/she will have previous experience of working at a high level with substantial experience of computer-based systems and well-developed management skills to motivate and influence at all levels.

Application form from Director of Works, London Borough of Greenwich, Personnel Section, 3rd Westbourne Avenue, Eltham, SE9. Tel: 01-892 2121 Ext. 233. Closing date: 8th March 1985.

The Council positively welcomes applications from women, disabled relatives and disabled people.

GREENWICH  
People and Services First

## A MANAGEMENT ACCOUNTANT WITH A CREATIVE APPROACH

### SUSSEX

Here is an opportunity with an internationally based engineering company enjoying dramatic growth and requiring a management accountant capable of making a major contribution to improving the function.

The successful applicant will not simply be involved in a 'number-crunching' role. He/she will be required to provide meaningful and practical interpretation of information for operational management. The company systems are fully computerised and on-going improvements will be an integral part of the job.

The position demands considerable exposure to other line-managers within the company and some travel within Sussex will be necessary.

The ideal applicant will probably be aged 26 to 28 years, be suitably qualified (ACMA preferably), and have already been extensively involved in a similar function where he/she has gained in-depth knowledge of computerised manufacturing systems.

Promotion opportunities are genuinely good both within the company itself and the parent group. The salary and fringe benefit package is commensurate with a company of international status, and the rewards for success in this particular role are singularly exciting. Where necessary the costs of relocating to this particularly attractive part of the UK will be borne by the company.

In the first instance, send a brief but meaningful c.v. to Brian Hodges acting as adviser to the company at:

Brian Hodges Associates

MANAGEMENT CONSULTANTS • EXECUTIVE SEARCH • APPRAISAL AND TRAINING CONSULTANTS

Suite 3, 58-52 High Street, Epsom, Surrey KT19 8AJ, England.

## BOARD POTENTIAL?

Growing Light Engineering Company, Surrey, needs

### MANAGEMENT ACCOUNTANT

This is a new post and you can fit it to your talents. Work includes supervision and control of stock, production and cost records. We have a good financial accountant; you would work with her to produce management information for the board. We need your help to computerise present systems. Preferably qualified ACMA or ACCA. Salary negotiable; active profit-sharing scheme. The right candidate should have the potential to join the board in due course.

Send c.v. to Box A8913, Financial Times

10 Cannon Street, London EC4P 4BY

## BUSINESS ANALYST

WEST LONDON Circa £15,000 + Car

Our client is seeking to recruit a person of Graduate calibre who holds a Business Degree to carry out reviews and make analysis of current practices and procedures and make recommendations for their improvement. The position is with a large multi-national Group that offers very real prospects for progression to line management situations.

Ref: 7082

Robert Jay Associates

Executive Search & Selection

## Chief Accountant/ Company Secretary

### Zambia

Coates Brothers PLC, an internationally successful company in the field of printing inks and surface coatings, seeks a professionally qualified Accountant (ACA, ACCA, ACMA) to take up this key management appointment with Coates Brothers (Zambia) Limited in Ndola.

Operating as the effective number two Company Executive, you will assume full responsibility for the accounts function and for advising the General Manager on the financial management of the business. Working conditions in a new office block, are excellent.

Appropriate industrial experience is essential. Probably in your mid 20's - mid 30's, overseas experience involving the development of local accounting staff would be an advantage.

£25,000+

There will be an attractive package of emoluments, normal in these circumstances, which will be in excess of £100,000 gross i.e. (£25,000+) an initial two year contract may be renewable.

Benefits include a company house with swimming pool and household staff, company car, UK pension scheme, medical aid scheme and generous home leave arrangements.

Please write, enclosing a copy of your c.v. to Mrs. C. M. Clark, Coates Brothers PLC, Cray Avenue, St. Mary Cray, Orpington, Kent, BR5 3PT.

Coates

## Management Accountant

CENTRAL LONDON

UP TO £16,000 PA WITH BENEFITS

This is an exceptional opportunity to join Prudential Portfolio Managers - PPM - the dynamic subsidiary of the Prudential Corporation which is responsible for the successful investment management of the Prudential's own funds as well as those of many outside clients.

Broadly, the key task is to take overall responsibility for the management accounting system within the general framework of the Finance Division, and provide a management accounting service to three Divisions of PPM - Securities, Administration and Marketing.

Considerable liaison with senior management of these Divisions is therefore involved, particularly in the areas of budgeting, forecasting and the provision of management accounting information. Some knowledge of computerised accounting systems

would be an advantage.

The man or woman we are looking for will be aged 27-35, a qualified accountant (ACA, ACCA or ACMA) who can already point to some solid management accounting experience in a sophisticated commercial environment and who is now looking for a career move to an innovative company where the pace is fast.

Starting salary will be in the range £11,700 - £16,000 with attractive fringe benefits which include a subsidised mortgage and non-contributory pension scheme.

Please write, with detailed CV, in confidence, to:

Chris Eatwell, Personnel Manager, Prudential Portfolio Managers Ltd., 142 Holborn Bars, London EC1N 2NH. Tel: 01-406 9222 Ext. 6571.

Prudential Portfolio Managers Ltd.  
A Member of the Prudential Group

# Accountancy Appointments

## ENTERPRISING FINANCIAL MANAGER

Midlands - Based £20,000 + Car

THE COMPANY is a manufacturing group with worldwide interests and with profits in excess of £100m.

THE JOB is within the Financial Services Group, which undertakes a variety of significant problem solving exercises, usually for Board consideration.

THE OPPORTUNITY will allow fast-track progression to international financial/commercial directorships within a dynamic environment.

As a graduate qualified accountant (26-34), you are probably working within Management Consultancy, a specialist division of an international accountancy practice, or a major industrial group. You certainly are lively, mobile, proactive, perceptive, self-confident and truly professional.

Write or telephone in confidence to Nicolas Mabin, Regional Manager, quoting reference: LG1085.



**Management Personnel**  
Recruitment Selection & Search  
2 Swallow Place, London W1R 7AA  
Telephone 01 408 1694 (out of hours 01 803 2783)

ACCOUNTANCY APPOINTMENTS  
APPEARS EVERY THURSDAY

Rate £37.00 per single column centimetre

## Good opportunities for young Accountants

At IBM UK's manufacturing plant at Havant on the south coast, we are looking for a number of young, recently qualified Accountants to work in our Accounting and Financial Planning groups.

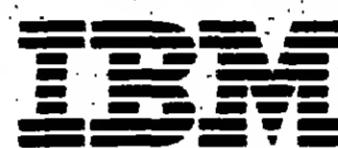
With a recognised accounting qualification such as CA, ACCA or ACA and preferably some experience in manufacturing, you should have the ability to adapt quickly to changes in a busy, dynamic and rapidly developing environment.

Career prospects with IBM - an international market leader in the field of information technology - are excellent. We offer an attractive salary accompanied by a full range of benefits, including free life assurance, contributory pension scheme, and BUPA membership. And, of course, relocation assistance will be provided wherever necessary.

Please write for an application form to Anne Greenhill at the Personnel Department at IBM United Kingdom Limited, PO Box 6, Langstone Road, Havant, Hants. Or telephone her on Havant (0705) 486363 Ext. 4505.



- 17,000 jobs in over 40 UK locations
- Two manufacturing plants
- Development laboratory near Winchester
- An equal opportunity employer
- £1.175 million exports in 1984
- £149 million invested in UK in 1984



## BADENOCH & CLARK

### P.A. TO CHIEF EXECUTIVE

C. £17,000 + Benefits

Candidates for this position must be graduate ACA with at least 2 years pgce and aged 27/28. The initial role will encompass financial management, computerised MIS, cash management and investment appraisals. This is an ideal opportunity for someone wishing to make their first move into the area of financial services with a major multinational.

Contact David Hall

### P.A. TO FINANCIAL CONTROLLER

C. £14,000 + Benefits

Our client, a highly successful manufacturing company, wishes to recruit a graduate newly or recently qualified ACA. Candidates will be involved in all aspects of special project work including acquisitions, disposals, financial planning and Treasury. This is an excellent opportunity to join a multinational company and to work with the senior management before progressing into a line management role.

Contact Robert Morgan

Financial Recruitment Specialists  
16-18 New Bridge St, London EC4V 6AU  
Telephone 01-583 0073

## MANAGEMENT ACCOUNTANCY - IN-HOUSE SYSTEMS DEVELOPMENT WITH PA

c. £18,000

This is a new appointment with the leading management consulting practice in the UK. In the short term, the brief will be to develop and implement computerised accounting and management information systems to meet the needs of this sophisticated and rapidly expanding business. This will involve harnessing some of the most advanced information technology, including developing an electronic network to link our 10 regional offices in the UK. Success in this role will create a range of career options, including the possibility of joining our International Headquarters, which coordinates the activities of 90 offices around the world.

We would like to hear from qualified Accountants (preferably Chartered) who combine excellent experience of developing computer-based systems with a broad perspective of business management.

PA consulting group - Management Consulting - Technology - Computers and Telecommunications - Personnel Services



PA Management Consultants

## FINANCE DIRECTOR

London

A well known private Group of Companies in engineering and construction have two opportunities for experienced qualified accountants to take up positions, initially as Company Accountants/ Company Secretaries in TWO small (c£5m t/o) operating subsidiaries. One company is in the design and manufacture of electrical/electronic equipments and products for the defence and communications industries. The other is a contracting company, involved in the design, manufacture and installation of curtain walling, cladding and window systems.

Following an initial period of 6-12 months the successful applicants can expect to be appointed to the Boards of their respective companies.

Candidates must have appropriate accountancy qualifications and have had at least three years experience in running an Accounts Department in the electronics industry or in contracting/construction. Attractive salary, company car and usual benefits.

Applicants should write, in confidence, giving full personal and career details quoting ref 426/F

**ST. JAMES'S  
MANAGEMENT  
RECRUITMENT LTD**

9 Park Place  
London SW1A 1LP (01-493 1788)

Cotswolds

Pharmaceuticals

Thames Valley

## Financial Controller

To £22,000  
+ Car

**Arthur Young Executive Selection**  
A MEMBER OF ARTHUR YOUNG INTERNATIONAL

A subsidiary of a major European research based manufacturer, the company markets a successful range of ethical products in this highly competitive field. The sustained and rapid growth of the UK operation and its imminent major expansion are a result of two key factors: exceptional investment in new product development and the enthusiastic commitment of the company's employees.

The new position of Controller reports to the Finance Director and will be fully responsible for the day-to-day control of the accounts department, ensuring the provision of accurate financial and marketing information within tight deadlines. The company is continuing to invest in highly sophisticated information systems and has already achieved impressive results in meeting current needs. A key function of this position will involve the

design and implementation of new systems to meet future needs, utilising the latest developments in information technology.

Candidates should be qualified accountants aged in their 20s or early thirties, ideally you will have worked in a fast moving marketing-led company and have experience of implementing computerised systems. However, the essential qualities for success in this role are highly developed people skills, abundant energy and the intellect to tackle a wide variety of tasks.

Please reply in confidence giving concise career, salary and personal details and quoting Ref. 752/F to H. F. Male, Executive Selection, Arthur Young Management Consultants, 7 Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

## Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, SHEFFIELD and WINDSOR

### Financial Manager

London based, c.£22,500 + car

This division of one of the world's great multi-nationals is the UK market leader in environmental engineering and is expanding rapidly. Their compact holding company team requires a financial manager who will anticipate, manage and control, as well as becoming involved in new ventures. Regular travel, primarily within Europe will be required. Candidates will have a fine education and be chartered accountants. They will be aged around 35 years, have served with an international auditing company and have specific experience as a financial accountant with a US industrial company. A post graduate business qualification such as an MBA would be further evidence of drive and potential for an outstanding future.

LL Duff Ref: 18072/FT. Male or female candidates should telephone in confidence for a Personal History Form 01-734 6852, Sutherland House, 5/6 Argyl Street, LONDON, W1V 1AD.



THE ROYAL LONDON

### Statistician/ Accountant General Insurance, Colchester

c. £16,500 + car and benefits

We are looking for an experienced Statistician/ Accountant to strengthen our management team which is committed to the successful expansion of the Society's General Branch portfolio.

This is a challenging appointment with one of the Country's leading home service offices. The successful candidate, who will play a vital role in the control and development of the Society's General Insurance business, will be experienced in the collation, analysis and interpretation of statistics by Company and Class of Business. A wide knowledge of statutory accounting will also be required as the position will include overall responsibility for the General Branch Accounting area.

Our terms and conditions of employment are excellent and include a company car, non-contributory pension scheme, concessionary mortgage, and first class sporting and leisure facilities. Relocation assistance will be given in appropriate circumstances.

Please write in confidence to: The Personnel Manager, The Royal London Mutual Insurance Society Limited, Royal London House, Middleborough, Colchester, Essex CO1 1EA.

## Financial controller

City stockjobbers

to £20,000 basic plus car and substantial bonuses

The City and its institutions are changing rapidly and our long established client wishes to appoint a Financial Controller to help them stay ahead of the game.

You will be responsible to the Managing Director for the full financial and company secretarial function and for the further development of computer based systems.

The management team is young and aggressive and the pace can be hectic. The style is informal and direct. For an energetic, enthusiastic kindred spirit it could be fun.

You must be a qualified accountant aged up to 35. Previous jobbing experience is not essential but a financial sector background obviously would be an advantage. Potential rewards are high. No promises but in good years (and the last four years have been very good) bonuses could be very substantial.

Resumes including a daytime telephone number to John Robins, Executive Selection, Division, Ref. R245.

**Coopers & Lybrand Associates**  
Coopers & Lybrand Associates Limited  
management consultants

Fleetway House, 25 Farringdon Street,  
London EC4A 4AQ

# Accountancy Appointments

## ACCOUNTANT

(Computer Orientated)

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H.W. FitzHugh. Ref: 20273/FT Male or female candidates should telephone in confidence for a Personal History Form 01-734 6852, Sutherland House, 56 Argyll Street, LONDON, W1V 1AD.

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and marketing activities in 22 countries with 70 subsidiaries makes the role unusually interesting. Audit experience in the profession or an internal department is essential, and should include international exposure, ideally with a familiarity with North American procedures. Candidates should be qualified accountants at least in mid-30s. Large package benefits, including a car, will be provided.

Please send full cv, indicating current remuneration, in confidence to M.J. Egan, Ref: AA26/9173/FT.

## Finance Director Designate

S. Bucks.

Our client is an established software house which has built up an excellent reputation based on turn-key systems for an impressive portfolio of international blue chip companies. Turnover is expected to be £3m in 1985 and the company is now moving towards the development of packaged software to be marketed through a network of selected distributors.

The appointment of a first rate Finance Director Designate is now essential in view of the company's commitment to growth in the medium term. Reporting at board level, this new role will encompass total financial control including the introduction of new computerised accounting systems as well as company secretarial duties. Full involvement in the strategic development and general management of the company will be expected.

Candidates, likely to be aged 30-40, will be qualified accountants (preferably Chartered) with broad based experience of international trading and project costing. Strong business sense, self motivation and an outgoing personality are essential qualities.

The attractive remuneration package will include a fully expensed company car and proven performance will lead to equity participation in the future.

Interested applicants should write to Nigel Bates FCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting ref. 213, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.



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## Financial Controller

Rural Cheshire

c. £20,000 + car

Our client is a profitable, £25m t/o trading, distribution and manufacturing group based in Mid Cheshire.

They wish to appoint a Financial Controller, who will be responsible to the Board for the financial management of the group, which comprises three separate divisions. Particular emphasis will be placed on the development of the management information flows within the company together with the provision of timely, accurate and concise management reports designed to make an effective contribution to the commercial management of the business.

Candidates, aged 30-35, should be qualified accountants of graduate intellect, who can demonstrate a solid track record of achievements to date, coupled with the personal presence, enthusiasm and communicative skills required to make a significant contribution to the profitable development of the group.

Relocation facilities are available where appropriate. Interested applicants should write to Alan Dickinson, quoting reference 7004, at Michael Page Partnership, Clarendon House, 81 Mosley Street, Manchester M2 3LQ (Tel: 061-228 0396).



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## High Technology Group FINANCIAL DIRECTOR DESIGNATE

c£25,000 + CAR + BONUS

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They now wish to appoint a finance manager who whilst maintaining full control over the financial, accounting and administrative functions, has the ability and agility of mind to co-ordinate with existing directors to plan for, and implement the future growth of the company, both from within and through acquisitions.

We are looking for a qualified accountant with sufficient confidence in his business acumen to welcome being judged on results.

For further details please write or telephone



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Our client is a major, British International Group located in Yorkshire, with its worldwide manufacturing operations well established, expanding, and profitable.

In reorganisation, a new post has been established to assist the Finance Director in an active role in monitoring the performance of the Group's subsidiaries, contributing on overall Group strategy, and running part of the head office finance function. An important aspect of the position will be to deputise for the Finance Director in his absence.

Candidates will be qualified accountants, probably in their late thirties, who have a proven record of financial management in an international Group. Essential qualities will be profit orientation, a strong commercial approach, and the ability to undertake assignments with the minimum of supervision as part of a management team in a growing organisation.

The attractive remuneration package, which will include an executive car, bonus, share option scheme etc, will be of interest to those currently earning a basic salary in the region of £25,000. Relocation expenses are available where necessary.

Please write in complete confidence to Mike Hearn, who is advising on this appointment, enclosing full career details and quoting ref no 1571.

Odgers

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London W1X 5TD 01-499 8811

## Financial Director

c£25-£30,000 + car

Our client is a major sub-group, turnover around £140 million and profitable, part of a large and successful British public group. The sub-group comprises some twenty five companies in the UK and overseas, engaged in the manufacture and world-wide marketing of technologically advanced equipment.

The Financial Director will report to the Managing Director of the sub-group and should:

- be a qualified accountant, aged between 35-50
- hold a senior financial management responsibility in a successful manufacturing business, or capital equipment supplier, or contracting organisation, operating internationally.
- have direct experience of the financing problems encountered in doing business overseas, particularly in developing countries.
- desirably have some experience of overseas acquisitions or divestments, or of the establishment of subsidiaries or joint ventures.
- be used to direct involvement in day-to-day operation of companies and possessing broad business acumen to contribute to overall policy formation.

Security benefits are good; as are future prospects. Removal costs will be met and help given with other problems associated with family re-location.

Initial meetings will be arranged locally, outside office hours if necessary.

Brief application should be sent to John Hearn at this address:

Hearn Healy & Partners

Management & Recruitment Consultants  
Westmorland House, 127 Regent Street, London W1R 7HA Tel: 01-734 6267

## Accountancy Appointments

### Commercial Director

#### International Business Development

Hampshire

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Our client, a private specialist manufacturing company (turnover US \$15 million), is a world leader in its field with a very substantial percentage of overseas sales, from 3 specialised plants in the UK and USA. A rapidly growing company synonymous with innovation, they currently require a commercially orientated executive to assume this directorship.

Aged mid 30's, the successful candidate will be a graduate, qualified accountant, preferably with an MBA. Previous exposure to an engineering/manufacturing environment would be a distinct advantage and a high standard of professional and analytical skills are vital in order to contribute in the broadest sense to corporate development and expansion.

For the right individual, the rewards are excellent both in terms of remuneration and career fulfilment.

Candidates should write to Philip Cartwright ACMA, Executive Division, enclosing a comprehensive curriculum vitae, quoting ref 215, at 31 Southampton Row, London WC1B 5HY.

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### Financial Controller Designate

Surrey

c. £16,000 + car + reloc.

Our client, a £40m turnover plc, is a leading name in the manufacture of domestic and industrial products. In addition to UK operations, they also have a strong presence in Europe and North America.

Reporting to the Group Financial Director, a young qualified accountant, with distinct controllership potential, is required for a project biased role to encompass strategic business evaluation and special ad hoc assignments.

Applicants, preferably ACMA's, aged around 30, will have gained broad based exposure to an industrial organisation. A positive commercial attitude is essential as is the ability to relate to a plc environment.

This position would ideally suit a candidate seeking to relocate to the South and develop their career in a challenging and rewarding market place.

Interested applicants should write to Philip Cartwright, ACMA, Executive Division, enclosing a comprehensive curriculum vitae, quoting ref 216, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.

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### Financial Controller (Director Designate)

Northants

c. £19,000 + car

Our client is a private company with an established name in the manufacture and supply of drawing office and reprographic equipment. With a turnover of some £13.5 million the Company is poised to improve profit levels when sales of new research and development based products come fully to fruition.

As a result of restructuring to improve operational performance a new appointment is being made to take overall responsibility for the financial, management information, computer systems and administration aspects of the Company. Key tasks will centre around controlling further computing developments based on IBM equipment.

The successful applicant, aged in the late twenties or early thirties, will be a commercially minded qualified accountant with management experience in a sales orientated light manufacturing environment who lives in the geographical area. Strong accounting and computerisation abilities and practical experience essential.

In the first instance please write quoting reference 3784 and submitting a curriculum vitae to:

Peter Childs,  
Director,  
Pannell Kerr Forster Associates,  
New Garden House,  
78 Hatton Garden,  
LONDON EC1N 8JA.

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### Group Financial Director

East Midlands

from £20,000 + car

Our client is a private, family owned organisation with a number of diverse interests, the main one of which is in pharmaceuticals. With a combined turnover in excess of £20 million the interests are profitable and set for future growth.

To assist in achieving this growth a new appointment is being made to guide and advise the Chairman and operating company directors in the financial management and direction of the businesses. There will also be a positive role in determining investment strategy for a significant portfolio.

The successful applicant, aged over 30, will be a commercially orientated qualified accountant with management experience in a similar sales and/or distribution environment, particularly one which is heavily computerised. The ability to give a lead in commercial decision-making and systems development is essential.

In the first instance please write quoting reference 2159 and submitting a curriculum vitae to:

P. Childs Esq.  
Pannell Kerr Forster Associates,  
New Garden House,  
78 Hatton Garden,  
London EC1N 8JA.

**Pannell Kerr  
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MANAGEMENT CONSULTANTS

### Group Controller

Wiltshire

c. £20,000 + car

Our client is the UK subsidiary of an established American corporation manufacturing a wide range of home health care equipment. It, and its parent, are leaders in this field.

The controller will report to the V P Finance of the parent company and will assume full responsibility for all financial and accounting activities, which are largely computerised. There are opportunities for substantial European and general management involvement and a future directorship is anticipated.

Applicants, ideally aged 28 to 35, must be qualified accountants with prior controllership experience in a manufacturing environment. Computer development experience is essential and a knowledge of American reporting requirements is highly desirable. Fluency in German would be particularly advantageous.

The company offers an attractive range of benefits including an annual bonus and the future opportunity to participate in a stock option scheme.

Please address full career details to Douglas G Mizor quoting reference F/565/M at Ernst & Whinney Management Consultants, Becket House, 1 Lambeth Palace Road, London SE1 7EU.

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### FINANCIAL DIRECTOR

Midlands

to £16,500 + car + Benefits  
Our client is part of a highly successful group of companies engaged in the processing and distribution of non-ferrous metals.

They are now seeking to recruit a Financial Director who will be fully responsible for the entire finance function.

Candidates for this appointment will be qualified accountants aged 28 - 35 years, who since qualifying have gained valuable experience in financial control and management in a sales orientated concern.

Written applications enclosing curriculum vitae should be forwarded to Robert N. Collier or Neil Gillespie at our London address quoting reference no. 5054.

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## Financial Controller

N. Home County

Our client, a contracting subsidiary of a major UK Group, seeks a commercially experienced and qualified Accountant in the age range 30-40. Reporting to the Managing Director, the successful candidate will prepare management and statutory accounts and assist with the formulation of commercial policies.

Experience of working within a contracting environment is desirable as is exposure to the implementation and running of in-house computerised systems.

Salary is negotiable but will fully reflect the importance of the position. Benefits are excellent.

In the first instance, please forward a.c.v. to Ref MA562 Robert Marshall Advertising Limited, 44 Wellington Street, London WC2E 7DQ.

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The successful candidate will be aged 30-40, a qualified accountant (or someone with experience of financial control) in a legal or other professional partnership. On appointment as Chief Accountant, the remuneration package will be reviewed.

Interested persons should contact Don Leslie, Consultant at Cripps Harris Hall at The Gabriel Duffy Group Ltd, Gabriel Duffy House, 17 St. Swithin's Lane, Cannon Street, London EC4N 8AL. 01-823 3185 (day) or 01-823 6229 (evenings).

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### FINANCIAL CONTROLLER

#### THE FINANCIAL TIMES LIMITED

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The Financial Times is looking for an experienced Management Accountant with good communication skills, to work with the newspaper's Editor and be responsible for the monitoring and control of the Editorial budget.

The successful applicant will assist in the preparation of budgets, management, financial, forecasts and budgets, as well as the provision of management information.

He/she will report to the Editor with a functional responsibility to the Finance Director of the newspaper.

Applicants should either have a professional accountancy qualification plus at least 4 years' post-qualification experience; or have a financial background in industry or commerce. Ideally applicants should be aged 28-32 years.

Salary £18,000 per annum

Applicants should write with a full curriculum vitae to:

Susan Smith, Personnel Officer

THE FINANCIAL TIMES

Brick Lane, 10 Cannon Street, London EC4M 6EW

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# FINANCIAL TIMES

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Thursday February 21 1985

## Time runs out for Spain

AFTER yet another deadlocked meeting in Brussels, it is clear that time is running out for the completion on schedule of the negotiations for Community membership of Spain and Portugal. As a result of the gratuitous link laid down by the West German Government between these negotiations and the extension of the Community's financial resources, it is also probable that the EEC budget problem will drag on for weeks if not months and may well jeopardise the payment of the promised British rebate. The cards are stacked for another blistering row at the European Summit at the end of next month.

The reason for the deadlock is that the Community is demanding very tough conditions, with long transitional periods, for Spanish agriculture and fishing. Community producers fear the competitive challenge of Spanish farmers; Community finance ministers fear the financial costs of an expansion of Spanish output at a time when the Brussels budget has already burst through its ceiling; the fishing industry in France, Ireland and Britain fears the threat from the vast Spanish fleet.

The toughness of the terms demanded is an indication of the co-ordinating pressure at work inside the Community. On the one hand it is at last being forced by the budgetary squeeze to place some restraints on the so-called guarantees which have provoked costly, unsaleable surpluses. On the other hand, the Mediterranean producers, who have benefited less from the early excesses of the agricultural policy, are demanding either compensation or protection for the entry of Spain. The Greek Government is threatening to veto Spanish membership unless it is paid off with a large programme of special subsidies.

### Referendum

Yet Spain and the Community are both under time-pressure to reach agreement. A referendum on Spanish membership of the EEC is due next year, probably in the spring. Mr Felipe Gonzalez, the Prime Minister, is now persuaded that Spain should stay in the alliance, but it will be harder for

## Living with an unstable dollar

THE U.S. is "living on borrowed time and money," Mr Paul Volcker, the chairman of the Federal Reserve Board, told the Senate Banking Committee yesterday in his biannual testimony on the Fed's monetary targets. Soon after Mr Volcker's presentation, Mrs Margaret Thatcher delivered much the same message to a joint session of Congress.

There is only one major distinction between Mr Volcker's world view and Mrs Thatcher's. Nearly every statement which Mr Volcker has made to Congress in the past few years might easily have been entitled "Why our deficits will have to be paid for." When American leaders speak in Washington, they are usually addressing a subtly different subject: "Why we are paying for your deficits."

The juxtaposition of these two phrases makes clear why Congress and the President have taken so little notice either of Mr Volcker's warnings or of the Europeans' entreaties. So far, Americans have seen almost nothing but benefits from President Reagan's relentless fiscal expansion. If there have been any costs, conventional wisdom among economic policymakers now holds that they have fallen on the world outside the U.S.

### Decoupling

Even the costs to Europe and Japan of President Reagan's expansionary fiscal policies are somewhat obscure. The overvaluation of the dollar and the deficit on the U.S. current account have provided a tremendous boost for the rest of the world's export industries. In terms of economic output, the surge in exports to America has almost certainly outweighed the losses which have resulted from the high interest rates most governments have maintained to limit the depreciation of their currencies.

Furthermore, the punishment of high interest rates has arguably been self-imposed. Once European governments made the discovery that the rising dollar was not automatically pulling commodity and oil prices with it, they moved towards a decoupling of their domestic interest rates from those prevailing in the U.S. Given their low levels of inflation, Germany and Japan could in principle have afforded to move even further in this direction, cutting interest rates to the level justified by domestic monetary conditions

and allowing the dollar to rise as far as speculators and investors were willing to push it.

In the short term, such a universal policy of benign neglect of the dollar might well have strengthened the economic recoveries in Europe and Japan. The disadvantages of President Reagan's borrowing spree would then have been less apparent than ever. However, the hours of ultimate reckoning would also have been brought nearer.

Eventually, the reckoning must come for a reason which Mr Volcker and other critics of U.S. fiscal policies have only recently started stressing. As the U.S. relies on an ever-increasing degree of foreign capital inflows to finance its budget deficit, it will rapidly overtake Brazil as the world's leading debtor nation. This in itself will not necessarily have the capital inflows, because of the immense size of the American economy, it will take until the end of the century for the U.S. foreign debt to mount to Brazilian levels in relation to national product. However, the level of foreign debt cannot go on rising in relation to GNP forever—and the only way the build up can ever be stopped is through a fall in the dollar. The longer the build up continues, the greater will be the ultimate fall.

### Adjustment

Whether this inevitable decline in the dollar turns out to be a sudden collapse or a gradual adjustment, spread over many years, is an issue of utmost importance for the world economy. Mr Volcker believes, almost certainly rightly, that a reduction in the U.S. budget deficit will be necessary to adjust the balance of payments. On the other hand, a sudden decline in the dollar, perhaps from over-rising import penetration, could well precipitate a sudden fall.

The trouble for European leaders is that there is very little they can do to influence this outcome as long as the U.S. Administration remains opposed to any serious international co-ordination of monetary, fiscal and exchange rate policies. Until such time as U.S. economic policymakers begin to heed Mr Volcker's call for international co-operation, Europeans must learn to live with an unstable dollar and take advantage of the competitive opportunities while they last.

THE HUM, if not the tick, is back in the Swiss watch industry. Having largely switched production from mechanical to electronic timepieces, it is now fighting back in earnest after being battered by the Japanese and the tenacious watchmakers of Hong Kong.

Rather belatedly, the Swiss appear to be demonstrating how an aged, seemingly ossified industry operating from a high cost base can be re-invigorated by exploiting new technology and, above all, by bringing in managers with fresh ideas.

Two developments signal the growing confidence with which the Swiss watchmakers are re-asserting their claim to world leadership. One is the extraordinary sales success of the Swatch, the cheap, mass-produced quartz watch in colourful plastic which is being marketed more as a fashion accessory than as a timekeeper.

The second is the bid by private investors to buy a majority holding in Asuag-SSIH, the country's dominating watchmaking group. He and his associates have already bought 7 per cent of the equity and the word is that other Swiss companies and investors are jostling for shares.

A crucial factor in persuading the investors to place their money has been the success of the Swatch, but the force of that persuasion lies more in the manner in which the project was achieved than in its size. Starting from scratch in 1982, a totally unexpected 3.6m Swatches were sold in 1984 and the management is budgeting for double that output this year.

But the Swatch retails at just under SwFr 50 in its most expensive version in Switzerland, indicating an ex-factory price of around SwFr 20. Its turnover last year amounted to no more than 2 per cent of total Swiss watch sales.

That group was put together less than two years ago by the Swiss banks, to save as much as possible of their loans and to prevent the collapse of the two biggest producers, Algemeine Schweizerische Uhrenindustrie AG and Societe Suisse pour l'Industrie Horlogere.

The capital reconstruction was completed in December 1983. The banks wrote off SwFr 116m (£58m) in loans and

### Marketed more as a fashion accessory

equity and converted SwFr 450m in loans into SwFr 300m of new share capital and SwFr 150m of convertible loans.

The merged group reported a consolidation loss of SwFr 173m for 1983. M Francois Milliet, the trouble-shooter brought in from the pharmaceuticals industry to head the managing board, and Mr Walter Frehner, the general manager of the Swiss Bank Corporation, who led the rescuing bank team, expect the 1984 accounts, due shortly, to show the group close to break-even at the operating level.

Asuag-SSIH, which by itself accounts for about one-third of Swiss watch output, undoubtedly benefited last year from the overall economic improvement on the world market and from the favourable currency movements, which helped Swiss watch exports as a whole to climb by almost 15 per cent to SwFr 3.4bn (£1.26bn).

Other watchmakers and the Swiss media still beset by the financial crisis will have to accept that the group's problems have been completely resolved in spite of Mr Frehner's assertion that the most difficult part of its reconstruction has been completed and M Milliet's assurance that the provisions already made in the accounts should "largely" cover the remaining costs of restructuring.

Dr Thomke has a sense of humour. Delirium tremens was the name he applied to a project to beat Japan's Seiko by producing the world's thinnest watch.

Delirium produced a quartz watch 1.2mm thick, eventually marketed in limited numbers by the Concord Watch Company at prices ranging from

### Rescue crew leaves FNFC

The outlook is still extremely pessimistic... some people believe the task is well nigh impossible and it is difficult to disagree... we need a miracle... but while there is life there is hope."

Thus John Glyn, chairman of First National Finance Corporation, in 1977 — two years after he took over the job of trying to keep the finance group afloat, with the help of the Bank of England's lifeboat, in the wake of the secondary banking crisis.

In 1975, FNFC lost £83m. Another £83m went in 1976. Its share slumped to 2p. The borrowing group of banks put in £250m.

Pet Matthews, FNFC's founder, departed with a £500 handshake; six other directors also resigned.

Now Glyn, aged 71, formerly of Agricultural Mortgaging Corporation, and Sir Stuart Dyer, who joined him as managing director from Lloyds Bank in 1977, are to retire along with non-executive director Sir Anthony Tonche.

"We think the time is right now for the rescue crew to leave," says Dyer. "It's job is done. There is a new confidence in the company and it can go ahead under its own steam."

All but £23m of the £250m bank loans have been repaid and the company is well covered by assets. The share price is up to 10p and profits last year were £1.6m.

Richard Langdon, former senior partner of Spicer and Peplier, takes over as part-time executive chairman, and three senior executives — Stanley Clayman, Josef Kamiel and David Cowham — will be promoted to the board.

How was the recovery achieved? "I can't say either that by hard work," says Dyer. "We have had a very good, hard-working team."

The group's profitable consumer credit division had been a great asset and so had the patience of the supporting banks.

"That gave us the time we needed for reorganisation,"

says Dyer. "Time is necessary to sort out any banking problems. If you don't have it, you have to sell everything at rock-bottom prices."

With the long haul over, neither Glyn nor Dyer has any plans to find other work. "It has been a slow but hard-plod," says Dyer. "We are just going to retire."

Talk in the park

Science parks are in fashion — although whether it is because they seriously assist transfer of ideas to industry, or because they are an excellent way for universities to raise money as landlords, is a debatable point.

Dr John Bradford, bursar of Trinity College, Cambridge, and the brains behind Britain's most famous science park, tells how big companies are beginning to use the Cambridge Science Park in order to keep their ears to the ground.

Two companies have rented his start-up units — small development laboratories designed to help entrepreneurs — to be what he calls "listening posts."

Start-up units are tiny development laboratories designed for about six people. They cost about £4,750 a year to rent, plus £1,000 a month for a small research team which wants to keep close to what the dons are doing. IBM also has one, mainly for liaison with work it is funding in the engineering department.

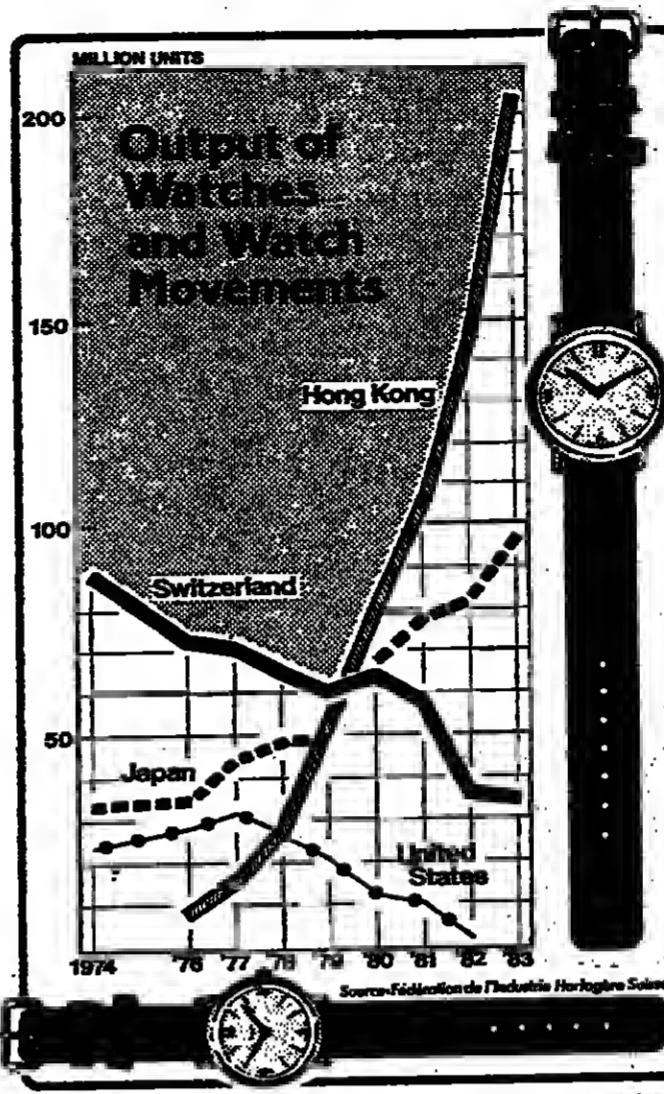
Bradfield dislikes the term "spying" for what these outposts of big business are doing in the park. "It creates the wrong image," he says. "Listening posts" is the right term.

If he were running ICI's research, he says: "I'd want four or five dotted round the country." Britain has 14 science

## SWISS WATCH INDUSTRY

# Swatch comes to the rescue

By William Dullforce, recently in Geneva



Source: Fédération de l'Industrie Horlogère Suisse. Source: Fédération de l'Industrie Horlogère Suisse.

chain. It sells in a variety of styles at prices ranging from SwFr 38 to SwFr 100. Now it is being produced at the rate of 7,000 a day and is being exported to 30 countries with sales still top the table in the backlog.

Mr Bernheim, however, is not sure that the Swiss drive into the low-price market can be any good for companies producing medium-price watches. Mondaine also makes watches in the SwFr 130 to SwFr 250 price range; there is a turnover fall by half in two years.

Within Asuag-SSIH itself there are managers who blame Dr Thomke for pulling the company from under the feet of sub-sidiaries producing watches in the middle-price range.

With the Swiss market on a smaller scale, the Swiss have had to attack the low-price end of the market. The medium-price front, where most Swiss watch and component-makers are based, remains in doubt.

The Swiss media, for instance, are pre-occupied with Asuag-SSIH's handling of Omega, a problem child whose unit has swept into the watch business in the late 1970s (and existed in the early 1980s), when the Japanese took over the running and when production heights were reached.

Swiss watchmakers argue hotly about the issue. Some contend that the successes of the Swatch and M-watch portend more change in the structure of the industry and a further fall-out of companies.

The changes in the Swiss watch business have already been profound. At one time in the 1960s, Switzerland had a virtual monopoly, supplying some 80 per cent of the (non-Communist) world's demand. Now it produces around 10 per cent of the total and has suffered the humiliation of seeing Hong Kong referred to as "the Switzerland of the 1980s."

On the world market, the Swiss still have the greatest respect for the Japanese, but their production costs are closer to their own and the Swiss have demonstrated they can match the Japanese in technology, production techniques and marketing.

Rightly or not, the Swiss manufacturers, claiming that there is now little profit to be made in digitals, are switching to the "smarter" Hong Kong companies are switching to analogues (with dial and hands) watches, to which the Swiss have remained faithful.

History will certainly blame the Swiss watchmakers for their tardy reactions to the situation created by the arrival of the electronic watch shortly after the 1973 oil crisis. Their loyalty to the mechanical watch, seemingly confirmed when the Americans failed to produce and market their digitals effectively, left the door wide open to the Japanese.

Two-thirds of Swiss output is now electronic. Mr Daniel Kellermann, the Director General of the Federation of the Swiss Watch Industry, makes the point: "Within 10 years embracing two oil crises and two economic slowdowns, the industry has totally converted to what the market wants."

Within Asuag-SSIH itself there are managers who blame Dr Thomke for pulling the company from under the feet of sub-sidiaries producing watches in the middle-price range.

Throughout the industry's crisis, a handful of Swiss companies have continued to dominate the world market. They make no more than 10 per cent of Swiss production but sell in some 40 per cent of the export market.

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The world watch industry has been so volatile over the past 10 years and so many predictions by experienced observers have turned out wrong that it is not worth while to stick one's neck out; the more so in that fashion, design and marketing skills — as the Swatch has shown — now play a greater role and are introducing razors to a once sober timekeeping business.

But in Britain, their watchmaking capital, one thing is certain, the Swiss are no longer hanging their heads.

## Men and Matters



"1992 - isn't that when North Sea oil is due to dry up?"

parks so far with more in the gestation stage.

Ironically, IBM once wanted to build a big research centre in Cambridge. It was turned down by nervous town planners.

Its disappointed father told Nicolson "the whole Pahliani dynasty ought to have been discredited" — and added prophetically: "I think it will be."

MORE THAN half the trading in ICI, traditional bellwether stock of the UK equity market, now takes place outside the London Stock Exchange.

That is probably the most extreme case of the recent rapid growth of trading in British securities outside the central UK market place. But while in overall percentage terms the activity is still relatively modest and is concentrated on a fairly small list of leading stock officials at both the Stock Exchange and the Bank of England are seriously monitoring the trend.

The development reflects the upsurge in interest in international stocks among American investors much more than it represents the leakage of regular business from the floor of the London market. But taking into account the activities of the merchant bank Robert Fleming in setting up a rival market in electrical stocks the jobbers who at the Stock Exchange place are being increasingly buffeted by cross-currents with which they have not previously had to contend.

Increasingly, big institutional investors in London are taking advantage of wider opportunities. "When we have a significant buying programme on we will check all available markets," says Mr Michael Newmarch, head of portfolio management at the Prudential. "We have taken the attitude that we will deal wherever we can get the best price."

So far this is not a typical attitude. One leading unit trust manager admits to being old-fashioned and feels that stockbrokers are still the people we prefer to deal with. "A merchant banker feels 'honour bound' to deal through traditional channels. In both cases they are inhibited by their reliance on London brokers for investment research."

But the more internationally-minded investment groups are becoming increasingly active in the developing global market in equities.

At the London Stock Exchange there is concern that American investment banks (and now one or two European firms too) are building up an international business in leading world-wide equities on a scale which may force a response.

Officials also voice anxiety that one or two more British banks will follow Robert Fleming into a more domestically-oriented market-making outside the bounds of the market floor.

With market turnover booming and London share prices reaching record levels the pressures are not to means acute so far. But there are nervous suggestions that the Stock Exchange might be forced into at least a partial acceleration of its plan for an entirely new trading system on broadly American lines.

## UK STOCK EXCHANGE

# Why global traders are stepping up pressure

By Barry Riley, Financial Editor

This plan, which has already triggered the revolutionary re-grouping of nearly all London's big stockbrokers, jobbers and banks, is at present scheduled for implementation some time around October 1986.

In one way the date is quite ambitious. The Exchange still has to browbeat thousands of uneasy members in small and medium-size broking firms into accepting new rules which will affect the market to outsiders.

And its technical staff are racing against time to devise new systems and financial sophistication to deal with the increased volume of trading.

But in the context of the global marketplace the date is uncomfortably far into the future. The Exchange is likely to come under pressure from its major jobbing and broking members who want to be able to compete on more equal terms with the Americans.

A number of U.S. securities houses have for some years been building up importance in London, but have confined themselves to areas like local trading in U.S. stocks and bonds, and to operations in the Euromarket.

More recently, however, U.S. investors have been widening their investment horizons. New York trading in a number of foreign equities (including British) in the form of ADRs (American Depository Receipts or repackaged forms of foreign equities) has grown substantially. This has directly led to a certain amount of consequential trading in London as the American houses buy or sell to unwind ADR positions in New York.

For the time being, however, the Americans are being careful not to throw their weight around. Merrill Lynch, for instance, is phasing its planned expansion of UK equity research over two years.

Mr Don Roth of Merrill observes: "We want to be a part of the market and not harmful to its growth. It would be foolish to disrupt things."

At Goldman Sachs, too, Mr William Landreth is trying to avoid rocking any boats. "We intend to co-operate with the

U.S. Markets' estimated share of trading in leading UK-listed equities

	%	
ICI	62	
Reuters	50	
Globo	48	
British Telecom	28	
BP	20	
Fisons	19	
Shell Transport	16	
Bowater	13	
Beecham	10	

July-December 1984

Compiled with help from  
The Stock Exchange

London Exchange," he says.

This is not such a clear message, however, as that of Morgan Stanley, renowned to be one of the most active traders in UK equities outside the Stock Exchange, having recently traded some particularly big blocks of Cable & Wireless and British Telecom.

Mr Archie Cox defence Morgan Stanley's interest as being primarily in cross-border transactions—so much so that it is undecided about whether to apply to the Bank of England to be a primary dealer in gilt-edged, which would involve becoming a member firm of the London Stock Exchange.

"We're not sure that it necessarily fits logically with the area that we want to be active in," says Mr Cox. "There may be enough cross-border business in gilts to fit in with our strategy."

Meanwhile, Goldman, like several other big American houses, has developed an extensive client base among London institutional investors through its activities in foreign stocks. Increasingly, those contacts are being used for local trading of domestic equities.

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Bank of England did not put pressure on Fleming to abort his market-making project, which the bank initiated last September.

Earlier this month Fleming added eight more stocks to its initial list of 22 plus British Telecom (which arrived as a welcome bonus in December).

Now Mr Peter Jamieson, the Fleming director in charge of the securities trading operation, is talking about expansion into pharmaceuticals within six months.

Unlike the Americans, whose activities in London equities are as far only sporadic. Fleming competes directly with the London jobbers as a committed market-maker. It is reckoned to have taken a 15-20 per cent share of the market in respect of foreign securities. But that

Fleming does not deny that it has been losing money at a time when the electricals sector has generally performed badly, while there have been recent shocks from such companies as Racal and STC.

Mr Jamieson's argument is that it is better for Fleming to invest in a securities market operation by absorbing initial losses than to spend large amounts on the goodwill of existing firms with uncertain futures.

Yet Fleming is not setting up in permanent rivalry to the central market. In principle, the bank wants to join the Stock Exchange. Meanwhile it is going ahead with the construction of the kind of integrated securities business which may become typical of the official market in 18 months to two years time.

Fleming would welcome the appearance of other new market-makers, but it is doubtful whether many will follow its lead. There are, however, already a number of trading houses in the so-called over-the-counter market, with Granville operating a service of matching buyers and sellers, while others act as full market-makers—Barclay Securities being the largest and best known.

Barclay has been active in the British Telecom market and in stocks traded on the Stock Exchange's Unlisted Securities Market, but its emphasis is on private clients and not on institutional size bargaining.

From the Stock Exchange's view of it, such off-shore traders are rapidly becoming more irritating, and are beginning to put pressure on the central market. European Banking Company is only the latest to get in on the act, focusing on top British and Continental chemical and pharmaceutical stocks.

Increasingly, the big London investment institutions are turning up their own trading desks to check on the best available bids and offers both inside and outside the London Stock Exchange.

This is, of course, partly reflecting the function of the London stockbroker who has carried the responsibility of finding the best deal for his client within the market. Exclusive access to the jobbers has traditionally been a privilege for the brokers, but it now threatens to become an annoying constraint.

For example, brokers who are members of the Stock Exchange are rapidly dealing directly with the one Mr Lawson will launch—there can be summed up under the popular phrase of the moment as "doing a Reagan"—this could involve unnecessary risks. Given the primitive view of some influential members of the financial markets, Mr Lawson will probably hope for more normal times, and the Chancellor must be itching to do the still more unpopular thing and eliminate personal tax allowances against tax interest to fund a general tax cut.

Where he should be really bold, however, is in unpopular micro-adjustments; and notably he should press home his attack on job-related pensions. This will be a good deal more unpopular than last year's major change, the attack on the tax privileges of corporate investment; but the reasoning, though it is not so obvious, is just the same. We are still stuck with a tax structure largely designed for the needs of another age—the overfull employment of the 1950s and 1960s.

The contrast is best illustrated by an almost forgotten tax—selective employment tax. SET was quite a stiff tax on service employment. Its rationale was that, at a time of general labour shortage, the labour-intensive service industries should glory in it.

## Lombard

# The unpopular Budget we need

By Anthony Harris

MR NIGEL LAWSON is already in trouble with his own backbenchers—and indeed with the party whips—even while he broods in leakproof secrecy about his Budget. This is not because the Budget will probably be unnecessarily austere; the Conservative party is going through one of its most sceptical phases at the moment, and will glory in talk of "sacrifice."

Some of them are probably rather upset about the only good reason for a cautious Budget—the fact that, thanks largely to the decline in sterling, there is quite a vigorous recovery going on. But they are worried that even a cautious Budget might be a radical one. Sacrifice is all very well, but not if it means we encourage saving (in personal savings) through record real interest rates, and employment. What we need is

the favourable treatment of corporate pension schemes is not quite so obviously a part of that scheme; but it was. Its proponents saw two great merits. It would encourage saving—needed to finance the higher investment which was the main thrust of the productivity drive. Employers also saw another merit: it would buy employee loyalty. In tight labour markets that was something well worth buying. Nowadays we encourage saving (in personal savings) through record real interest rates, and employment. What we need is

the truth is, that although there are respectable arguments for a cautious Budget, which would be more popular than the one Mr Lawson will launch—there can be summed up under the popular phrase of the moment as "doing a Reagan"—this could involve unnecessary risks. Given the primitive view of some influential members of the financial markets, Mr Lawson will probably hope for more normal times, and the Chancellor must be itching to do the still more unpopular thing and eliminate personal tax allowances against tax interest to fund a general tax cut.

That is banned by the Prime Minister; but there is another route which a really radical Chancellor would be studying. The proposal by the US Treasury to base the whole tax treatment of interest on real rather than nominal returns would not only produce revenue (for this might be an acceptable basis for taxing pension fund income), but again assist the saver, while preserving full deduction (on an indexed basis) for mortgage borrowers. Sensible measures are always unpopular, because they attack distortions that favour somebody. Mr Lawson is already an unpopular Chancellor. He should glory in it.

## Treasury-bright but often wrong

From Mr P. McGregor

Sir—Why do Treasury Ministers so often take irrational steps to hold down public spending? There are many other questions relating to the management of the whole economy which readily come to mind. Of course it is difficult for anyone who has not worked in the Treasury to understand how such (mainly) quite bright people can be so wrong so often. But from relatively close observation I should like to make a few suggestions to add to the obvious of one politicians trying to make a wiser run uphill.

They are not well informed. I was astonished to discover that at the time of the review of regional policy there was a lack of awareness of the only piece of research which had sought to compare the effectiveness of regional development grants as compared with selective assistance. But if it is not usually that they do not seek information, then they do not use it. They are relatively dreamy catalogues which we produced in NEDO and from which you might have got the impression that you could get to know all that was going on in, let us say, "marketing" by reading a few pages of a paper. But arguing about policy is rated more important than knowing about anything much, and not to know about anything is a handicap.

The capacity of the Treasury as an organisation to interconnect related issues, other than the kind of simplistic ones that come out of an economic model, seems poor. Whenever we produced a paper for the NEDO which dealt with several interrelated questions the Chancellor would ask that we should concentrate on "closely focused issues". After a while we realised that a closely focused issue was one on which a single Treasury Principal could compare the brief without consulting anyone else. But it is really necessary for grander chaps arguing about policy to think quite seriously and in some detail—there's the rub—about how things interact in the very complicated economy in which we live.

At least in their impact on other departments, they think in terms of resource allocation rather than management, and bureaucratic checks rather than accountability. I suppose that their minds similarly think in their own affairs.

It is really time that we had a proper enquiry into the way in which policy is made in the Treasury. It seems that Brownie points are more likely to be gained by winning battles

## Letters to the Editor

### Cut VAT to gain jobs

From Mr G. Smith

they support the construction industry to a lesser degree. If the Chancellor were to introduce legislation in the forthcoming Budget, there are strong grounds for excluding from his proposals property development departments—like social security and some "activity-disrupting" departments—like some "failures supporting" departments—like social security and some "activity-disrupting" departments—no prizes for guessing? The roles of Economics Ministry and Finance Ministry are quite distinct and not all the nostalgia for the Monarch's purse-carrier or whatever should stop us looking at the matter quite seriously.

Peter McGregor  
Dares, Troutstream Way, Loudwater, Hertfordshire.

**BES relief and property**

From Mr J. Dodwell

Sir—Over the past four weeks or so there has been speculation that the forthcoming Budget may disqualify property development companies from being eligible for business expansion scheme relief. Readers may be interested in the following points.

Property investment and property dealing companies are already disqualified. Only property development companies (including house-builders) at present qualify and they play a major role in sustaining and initiating employment opportunities in the construction industry, including building material companies.

Recent Press comment has suggested that shareholders can hardly lose by investing in property development companies. Tell that to shareholders who suffered in the mid-1970s collapse.

It is suggested that property development companies can raise funds from conventional sources, but few banks would provide 100 per cent finance to new companies. Property development companies, no less than other companies, face the classic "equity gap," which BES relief is specifically designed to fill.

The Government wishes to encourage investment in private companies. This laudable objective will not be achieved if shareholders are to be corralled towards "high-tech" companies only where the risk is greater.

People need time to become accustomed to investing in private companies.

Property refurbishment companies (and there is doubt about whether such companies under present legislation) may be in a different category as

is surely too hasty a judgment based upon inadequate knowledge of the parks' objectives. We at Aston Science Park have exceeded our forecasts to date for tenants on site, new businesses created, new jobs generated, the quantity and quality of academic links established between tenant companies and Aston University and most of the other measures by which we judge our success.

More importantly, in the knowledge that successive parks in the U.S. such took 8-12 years before they became established, we have built an organisation and developed operating systems capable of achieving the targets which we have established for the next 10 years. Similar statements could be made about other British science park developments—all but two of which have only recently been established.

The Technical Change Centre itself, established in 1981, has been subject to some recent criticism to which Sir Bruce Williams, the director, has been replying as replying that it would be foolish to expect too great an impact so soon.

No doubt both the Technical Change Centre and British Science Park deserve a more adequate period in which to demonstrate the UK's performance in the application of high technology to the vital task of wealth creation.

Harry Nicholls,  
Love Lane, Birmingham.

**Sales by tender**

From Professor D. Scott

Sir—What is the purpose of an offer for sale of shares by tender? Surely it must be that if you bid high enough you actually get the shares you have tendered for.

So what happened with the recent offer for sale of Hillsdown Holdings where the offer was more than five times oversubscribed at the striking price of 148? If the striking price was fairly fixed at the highest level at which the offer would be fully subscribed, this suggests a remarkable coincidence in the level of the offers made by large subscribers, since we must assume that the offer would have been undersubscribed at 148.

Surely the only fair way to deal with this kind of coincidence would be to meet in full the applications of those who bid high. Then to scale down the applications of those clever enough to bid the exact amount. Indeed if this were done in advance to the offer, it would serve to increase the effectiveness of a sale by tender.

(Professor) D. B. Scott,  
Fir Crest,  
Rye Hill,  
Rye, E. Sussex.

**Science parks take time**

From the Chief Executive, Aston Science Park

Sir—On February 14 Peter March reported that Dr Alan Jones of the Technical Change

Centre believes science parks associated with British universities have generally failed to achieve their objectives. This



# FINANCIAL TIMES

Thursday February 21 1985



## WASHINGTON REVIEWS JAPANESE CAR IMPORT POLICY

### U.S. quota moves unsettle Tokyo

By JUREK MARTIN IN TOKYO AND STEWART FLEMING IN WASHINGTON

JAPAN has adopted a cautious attitude to the possibility that the Reagan Administration might end the quota on Japanese car exports to the U.S.

After a meeting of the cabinet council on trade on Tuesday Mr Larry Speakes, White House spokesman, said: it would be up to the Japanese whether to extend voluntary quotas limiting to 1.85m the number of cars and trucks that Japan can export to the U.S.

U.S. officials confirmed that the cabinet council had agreed to make a recommendation to President Ronald Reagan on the car quotas issue.

Beyond admitting that the U.S. was willing to let the quotas lapse, officials were unwilling to discuss details of the decision and whether it hinged on some offsetting concessions by Japan.

The U.S. is engaged in negotiations with Japan about initiatives

aimed at improving the access of U.S. exporters of telecommunications, pharmaceutical and forest products to Japanese markets.

Officials of the Japanese Ministry of International Trade and Industry (Mit) and the Japanese car industry are both on record as saying that restraint beyond next month is unnecessary, largely because the original purpose of voluntary controls – the de-stabilised state of the U.S. automobile industry – no longer applies.

Additionally, the car industry, while conceding it has profited hugely from a combination of a weak yen and its ability to sell higher value-added vehicles to the U.S. under the ceiling, has said it is concerned that its important dealer networks such as Isuzu and Suzuki argue that the quotas have denied them access to the U.S. market.

President Reagan has until the end of March, when the fourth year

of the quota agreement expires, to decide what action to take. In theory, the quota agreement has been a "voluntary" restraint arrangement on the part of the Japanese Government. In practice the details have been a subject of bilateral talks.

Ford and Chrysler, backed by the United Auto Workers union, have urged Congress and the U.S. Administration to extend the quotas for a fifth year.

A Commerce Department study of the U.S. car market released last week warned that Japanese cars could rapidly increase their share of the U.S. market from about 18 per cent to 25 per cent or more if quotas were removed.

An International Trade Commission report released last week, however, pointed out that the quotas might have cost U.S. consumers about \$15bn in higher prices for cars since 1981.

The four leading Japanese companies are committed to manufac-

### Trafalgar House in £175m cash call

By Martin Dickson in London

TRAFAJALGAR House, the UK industrial and services conglomerate, yesterday surprised the stock market with a one-for-five rights issue to raise £175m (£181m) and the launching of a hostile £35m cash takeover bid for Haden, a mechanical and electrical engineering company.

The company also confirmed that it was tendering to buy British Shipbuilders' Yarrow warship yard, currently being privatised, against competition from GEC. It would not say how much it was offering, but the market is generally expecting Yarrow to fetch about £30m.

Trafalgar also give first details of a potentially significant North Sea gas find by a consortium in which it holds an 18 per cent stake.

The rights issue is the largest seen in Britain this year and the first by the group since 1975. Priced at 315p – a 14 per cent discount to the market price – it was snapped up by about 250 institutions. Trafalgar shares closed last night at 335p, down 10p.

The issue was handled by Klein, Bensou, the merchant bank, and brokers Mells.

Trafalgar is raising the money to help fund an investment programme this year likely to total about £250m, including £100m on developing its oil and gas production division.

Its bid was immediately rejected by Haden, which described the offer as "opportunistic, totally unsolicited and unwelcome." Haden is being advised by Schroder Wagstaff.

Trafalgar is offering 240p in cash for each Haden ordinary share. That compares with a closing price last night of 380p, up 40p on the day.

Trafalgar said that Haden, whose activities include contracting for air conditioning systems, would benefit from Trafalgar's financial muscle and would gain much greater opportunities in the North Sea oil equipment business.

Haden said a link would be illegal, depriving it of business from other construction groups.

Trafalgar hacked its flurry of announcements with a forecast of good results for the half year to March 31 and proposals for an interim dividend of 5.4p a share, compared with 4.7p last year. Prospects for the full year were encouraging although the company's markets remained volatile.

Trafalgar said an appraisal well drilled by operators Texas Gas Exploration on block 44/23 in the southern North Sea had flowed from an interval below 10,000 feet through a one inch choke at a maximum stabilised rate of 27m cubic feet of gas a day, after acidising.

Industry analysts said this was a good flow rate and the find could be of long term significance.

Analysis, Page 32; See Lex

### U.S. senators plan to hold up Meese vote in farm-aid protest

By NANCY DUNNE IN WASHINGTON

U.S. SENATORS desperate to get emergency credit assistance for thousands of near-bankrupt farmers yesterday threatened to block a vote on the nomination of Mr Ed Meese as Attorney General until the Administration offers more help for their constituents.

The farm state senators said they might launch a filibuster, a delaying tactic used by a minority to obstruct the passage of legislation.

Mr Robert Dole, leader of the Senate's Republican majority and himself a legislator from the farm state of Kansas, tried and failed to convince senators not to play political games with the nomination.

He was reported yesterday to be meeting with Administration officials to try to reach an agreement. The filibuster is led by a bipar-

tic group of senators who say the \$835m credit package offered earlier this month by the Administration will fail to rescue thousands of deserving farmers, caught in a credit squeeze as a result of the strong dollar, high interest rates and declining assets.

They are asking for immediate loans for spring planting, \$3bn in credit guarantees, and debt restructuring with lower interest rates and stretched-out payments.

The nomination of Mr Meese has been delayed for a year as the Senate studied charges of improprieties allegedly committed in his position as counsel to the President. Cleared by a special prosecutor, Mr Meese is expected to win Senate confirmation when his appointment is finally allowed to come to a vote.

Sixty votes are required to shut off filibusters in the Senate. Support for the farmers is so strong that Sen Dole is not expected to get the votes needed to end debate.

Even if the votes are available, it takes two days to file the necessary cloture petition, and then 100 hours of debate are allowed after that.

Sen John Melcher, a Montana Democrat, has meanwhile sought support for a Senate resolution asking the Federal Reserve Board to provide \$3.5bn from its discount window for ailing farm banks, using the procedure employed in the rescue of the Continental Bank of Illinois. In that case cash was put up by the Fed and the loan was assumed by the Federal Deposit Insurance Corporation without any cost to the federal budget.

Irish police have been aware of the existence of the funds for some time and were monitoring them for intelligence purposes. Mr Michael Noonan, the Justice Minister, indicated on Tuesday that it became possible to consider seizing them because of separate documentary evidence arising from proceedings involving a foreign bank.

Officials did not rule out the possibility of further seizures if they could establish that other accounts were fronts for illegal organisations.

It is understood that the seized money was transferred through the ordinary branch network, which suggests that it is held in the name of individuals, probably not Irish residents. That contrasts with, for example, the funds deposited in Ireland by the British National Union of Mineworkers, which are held by Bank of Ireland's subsidiary finance company.

Mr Gary Weston, chairman of Associated British Foods, denied that his company paid any money under threat to any organisation and said the company would never do so. Mr Weston's brother was the target of a failed IRA kidnap in 1983 and Mr Don Tidey, the chief executive of the company's Irish operation, was later released, by Irish security forces, after being kidnapped.

Mr Weston's denial runs counter to a widespread belief in both the Irish security forces and paramilitary organisations that a substantial sum was paid after the kidnap and rescue of Mr Tidey, of the Irish supermarket chain, Quinns. The firm denial from Mr Weston presumably means that Associated British Foods will not claim that any of the £1.75m belongs to it.

### Fed 'is not tightening policy'

Continued from Page 1

Sen William Proxmire asked if the recent U.S. inflation performance meant that inflation was now "whipped." Mr Volcker strongly rejected the suggestion, saying "Inflation is continuing at a rate which a decade ago led to the introduction of price and wage controls."

He said: "We must not be beguiled by those tranquil forecasts into any false sense of comfort that all is well."

He also expressed concern that failure to tackle the budget deficit could lead to higher interest rates and slower economic growth in 1986 as well as to pressures on the central bank – "which we will resist" – to permit an inflationary growth of the money supply in order to try to keep the economy expanding and driving up interest rates.

He conceded, however, that an initial reaction to moves to cut the federal budget deficit could be to strengthen the dollar further. In the longer term, he suggested, it would create the opportunity for the dollar to decline. "I am not ready to say all the laws of economics have been repealed," he said.

Returning to a recurrent theme in his congressional testimony over the past year, Mr Volcker warned about the threat to the U.S. economy posed by its growing dependence on foreign capital. "The stability of our capital and money markets is now dependent as never before on the willingness of foreigners to continue

to place growing amounts of money in our markets," he said. "We are in a real sense living on borrowed money and time."

The inflow of capital, he argued, has encouraged a very strong dollar which in turn contributed to the huge and growing trade deficit.

"Our policy dilemma is simple...

we cannot logically welcome the capital inflow from abroad in one breath and complain about the trade deficit in the next. They are two sides of the same coin."

As for options for reducing the dollar's value, Mr Volcker again warned that an inflationary monetary policy, by undermining confidence in U.S. policy, could frighten foreign investors and make financing the economy more difficult, driving up interest rates.

He conceded, however, that an initial reaction to moves to cut the federal budget deficit could be to strengthen the dollar further. In the longer term, he suggested, it would create the opportunity for the dollar to decline. "I am not ready to say all the laws of economics have been repealed," he said.

Questioned about what he described as the current "crisis" in the U.S. farm belt, Mr Volcker said that some marginal farmers with heavy debt burdens could not be saved.

### Thatcher note of caution on dollar

Continued from Page 1

Mrs Thatcher stressed the importance of keeping markets open. The current strength of the dollar, which is causing so much difficulty for some of your industries, creates obvious pressure for special cases," for new trade barriers to a free market. I am certain that your administration is right to resist such pressures."

After noting the implications of U.S. policy for world interest rates and capital flows, Mrs Thatcher expressed strong support for a free market. "No other country in the world can be immune from its effect – such is

the influence of the American economy on us all."

Mrs Thatcher also proclaimed the strength of the UK recovery – and repeated her view that the pound was "too low," providing an advertisement for the advantages of Americans visiting and investing in Britain.

Her speech was made just before a meeting and lunch at the White House with President Reagan and his senior advisers which was dominated by discussion of the resumed U.S./Soviet arms talks in Geneva on March 12.

On the "star wars" proposals, Mrs Thatcher said she firmly supported

the President's decision to pursue research, in which she said Britain's scientists would share. But she said that any deployment would be a matter for negotiation under the 1972 Anti-Ballistic Missile Treaty.

British officials denied any reservations about this research and stressed that the question of deployment was still very distant. But, significantly, they suggested that testing would be subject to negotiation. This emphasis contrasts with recent remarks by Mr Reagan and some of his advisers that have made much less of any distinction between research and deployment.

Andrew Taylor in London writes: "Sir Clive Sinclair, the founder and chairman of Sinclair research, said the cuts were short-term and were due to a fall in requests for deliveries from retailers during January. Deliveries had picked up this month, he said.

Sir Clive blamed the shortfall on overstocking by some retailers at Christmas while other retailers were not maintaining such a high level of stocks because of concern about problems at Acorn. He expected sales of his computers to be at least as good this year as they had been in 1984.

The five major fishing nations, Britain, France, Ireland, Denmark and West Germany, want effective Commission cannot draw up a revised 1985 budget, and has to survive from month to month on a sys-

### Irish bank hands over £1.75m 'illegal' funds

By Brendan Keenan in Dublin

BANK OF IRELAND, one of Ireland's leading retail bank groups yesterday lodged £1.75m (£1.86m) in the Irish High Court after it was served with a government order claiming the money belonged to an illegal organisation.

The bank was handed over the terms of the emergency legislation rushed through the Dail, the Irish parliament, on Tuesday.

The bank was served with the order at its Dublin headquarters yesterday morning. It is understood that the money arrived some time ago, probably from the bank's New York branch, although it is thought that the funds were "laundered" through several banks and in several different accounts before arriving in Ireland.

Although the bank declined to comment on the issue, it confirmed that it lodged the funds with the High Court in compliance with the government order, and pointed out that it would be improper to give details of the accounts because the court might have to decide final ownership of the money.

Under the new law, anyone who believes he has a rightful claim on the funds has six months to appeal to the court. That might include people who have paid ransom money to the Irish Republican Army (IRA).

Individuals or organisations in whose names the accounts are held could also appeal, in which case the Government would have to produce evidence that they were acting on behalf of an illegal organisation.

Irish police have been aware of the existence of the funds for some time and were monitoring them for intelligence purposes. Mr Michael Noonan, the Justice Minister, indicated on Tuesday that it became possible to consider seizing them because of separate documentary evidence arising from proceedings involving a foreign bank.

Officials did not rule out the possibility of further seizures if they could establish that other accounts were fronts for illegal organisations.

It is understood that the seized money was transferred through the ordinary branch network, which suggests that it is held in the name of individuals, probably not Irish residents. That contrasts with, for example, the funds deposited in Ireland by the British National Union of Mineworkers, which are held by Bank of Ireland's subsidiary finance company.

Philip Stephens writes from London: Mr Volcker's testimony encouraged a further surge in the value of the dollar, which swept it to new records against sterling and other European currencies.

His comments on the cautious

stance of U.S. monetary policy were seen in foreign exchange markets as confirmation that U.S. interest rates may be heading upwards, while his forecasts on growth and inflation underlined confidence in the U.S. economy.

Questioned about what he described as the current "crisis" in the U.S. farm belt, Mr Volcker said that some marginal farmers with heavy debt burdens could not be saved.

Mr Weston's denial runs counter to a widespread belief in both the Irish security forces and paramilitary organisations that a substantial sum was paid after the kidnap and rescue of Mr Tidey, of the Irish supermarket chain, Quinns. The firm denial from Mr Weston presumably means that Associated British Foods will not claim that any of the £1.75m belongs to it.

By merger accounting, International Stores, Dee is able to credit a full year's profit from that source.

This is a slightly odd approach.

Dee's shares have been losing market share.

Not much has changed in the industry. If anything, International Stores, Dee's other cleaning subsidiary, have been losing market share.

Since the commission argued in its first report that BET's 41 per cent stake in Initial gave it at least some control over the company, the commission could have reached any other conclusion than it did yesterday. If BET had the right to control Initial, there can be little objection to its having *de facto* control now.

Initial's independent

shareholders are making a show of considering the new bid, which they can reasonably enough recommend to shareholders.

A bid of 14 is hardly stingy for a cleaning company and the bid values each share at slightly more than the level at which they recommended acceptance last year.

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## SECTION II - INTERNATIONAL COMPANIES

# FINANCIAL TIMES

Thursday February 21 1985

25

### Florida, Georgia banks to merge

By William Hall in New York

CITIZENS and Southern, the biggest bank in Georgia, has agreed to take over Landmark Banking Corporation, the fifth biggest bank in the neighbouring state of Florida, which has assets of nearly \$4bn.

Before the announcement Landmark was valued at \$300m on the over-the-counter market. The move will create the third biggest banking group in the fast-growing southern banking market.

It is also further evidence of the speed with which south-eastern banks are beginning to take advantage of new legislation permitting banks to move across local borders, provided there is reciprocal legislation.

Atlanta-based Citizens and Southern and the Fort Lauderdale-based Landmark Banking rushed out their merger statement yesterday.

No terms were disclosed because the two companies said they had yet to resolve accounting issues.

The two banks said their respective boards had approved the transaction at meetings late on Tuesday "subject to issues related to the accounting treatment," which is understood to cover the exchange ratio of the shares of the two companies.

Landmark has about 120 offices in some of the faster growing parts of Florida and will give Citizens and Southern, based in the financial capital of the south-east, access to a growing deposit base to back its commercial lending strengths.

Last year Sun Banks, Florida's second biggest banking group, announced that it had agreed to merge with the smaller but more profitable Trust Company of Georgia.

A proposed marriage between First Atlanta, the second biggest bank in Georgia, and Southeast Banking Corporation collapsed last year.

### Icahn lists backers as Phillips battle heats up

By OUR FINANCIAL STAFF

MR CARL ICAHN, the Wall Street financier, yesterday released a list of 47 institutions that have made commitments totalling \$1.5bn to help to finance his \$60 a share tender offer for 70m Phillips Petroleum shares.

His move came as the war of words over the future of the U.S. oil company intensified, ahead of tomorrow's special meeting when shareholders will vote on the company's controversial recapitalisation plan to insulate itself against unwelcome predators.

Phillips yesterday took out a two-page advertisement in the Financial Times questioning Mr Icahn's ability to raise the \$4.2bn he needs for his bid. The company repeated its claims later yesterday, saying

Mr Icahn's financing commitments were subject to numerous conditions which may never be met. "Mr Icahn has admitted that he is not even attempting to raise the additional \$3bn he needs," Phillips said.

On Tuesday, Mr Icahn announced that he would delay the start of his tender offer until after tomorrow's meeting. Wall Street appeared to take that as a sign that his group lacked the necessary financing commitments, and yesterday shares traded steadily at \$47, unchanged from Tuesday's level.

Mr Icahn's largest backers include First City Financial, the main pillar of Vancouver's Beizerberg family empire. The Beizerbergs, who have pledged \$187.5m to Mr Icahn, also

participated in Mr T. Boone Pickens's unsuccessful bid for Gulf Corporation.

Other big lenders are Pacific Investment Management with \$145.25m and Trafalgar Holdings, the financial services company set up by Mr Charles Knapp, former chairman of America. Trafalgar has pledged \$100m, after the Monopolies Commission gave clearance for the bid.

In other developments yesterday, Phillips said Mr Icahn's attempt to solicit consents for the removal of the board was invalid and violated company by-laws.

Meanwhile, an investment group led by Mr Pickens raised its stake in Unocal, another major U.S. oil company.

### Mystery bid expected for UK discount house

By JOHN MOORE IN LONDON

SECCOMBE Marshall & Campion, the Bank of England's broker in the money markets for the last 60 years, has received an approach from a financial institution that might provoke another realignment in London's financial community.

On the London stock exchange, shares in the company rose 55p, to 375p, on the announcement of the talks about an offer that values Seccombe at £5m (\$6.5m).

Through its advisers, merchant bank Baring Brothers, Seccombe said: "Discussions are taking place that could lead to an offer being made for the company. A further announcement will be made when the discussions have been concluded."

In its role as broker to the Bank of England, Seccombe identifies shortages and surpluses in the money markets and alerts the Bank. As a discount house it makes

markets in a variety of short-term financial instruments and ensures that liquidity is maintained for the banking system.

The Bank of England has not so far opposed the latest moves taking place at Seccombe. It said yesterday that any change would not alter the Bank's relationship with the money markets but said that there could be "technical modifications."

In the last report and accounts, for the year ending April 30 1984, Mr David Campion, the chairman, said that Seccombe was aware that the financial world was changing rapidly.

Seccombe has two large shareholders: Outwich Investment Trust, with 9.9 per cent of the shares, and Sir Luis Assurance Society, with 7.4 per cent. Baring Brothers, the merchant bank, holds about 20 per cent of the shares.

### AT & T extends toll-free link to Europe

By Terry Dodsworth in New York

AT & T, the U.S. telecommunications group, is planning to expand its international toll-free telephone service to the UK and the Netherlands.

Toll-free services, operated by an "800" prefix, are one of the fastest growing sectors of the telephone market in the U.S. Many businesses and public authorities have "800" numbers available as a service to clients who want information.

The technology is now becoming increasingly available overseas, and AT & T has recently begun to move into Europe with international links allowing free calling to the UK. The first arrangement was made with France.

Subscribers using the AT & T service from the UK would pay 85¢ a cumulative hour or \$1.40 a minute.

### BET makes new bid approach to Initial

By Terry Dodsworth in New York

HEWLETT-PACKARD, the U.S. West Coast electronics and computer group, achieved a 17 per cent increase in earnings in the first quarter of its financial year, while sales rose by 20 per cent from \$1.26bn to \$1.53bn.

The group's net income, of \$118m, or 45 cents a share, compares with \$93m, or 39 cents a share, in the same quarter of last year. The figures exclude a one-time benefit taken in earnings last year of \$116m, or 46 cents a share, derived from changes in tax regulations for export sales. Including that windfall profit, net income in the 1984 period amounted to \$217m, or 45 cents a share.

Initial responded with a formal statement noting the bid but is believed to be disappointed at the level of the offer. The latest BET offer values Initial at \$36p a share compared with the price of \$24p a share which Initial's board recommended last June.

BET originally bid £167m last May for 50 per cent of Initial. It did not already own but increased the offer to £175m in June to get the backing of Initial's board. BET has since bought a further 1 per cent of Initial.

A merger of Initial and Advance would produce a company with turnover of £270m, a 25 per cent stake in the £150m UK textile maintenance market and 30 laundries around the country.

The Monopolies Commission said: "The acquisition of Initial by BET would crystallise an already high degree of concentration and augment the market share of the leading supplier whose strong position in the market would in our view be enhanced by its ability to distribute (workwear, cabinet towels and dust mats) together. These considerations are prime factor detrimental to competition."

BET already has the ability to control Initial and an increase to complete control could not be seen as having a further impact on competition in the laundries sector, the commission said.

### Strong exports boost earnings by 17% at Hewlett-Packard

By Terry Dodsworth in New York

MODERATELY cautious assessment of its prospects for the rest of 1985, but it said that new orders in the first three months were up strongly on last year, rising by 14 per cent from \$1.48bn to \$1.66bn.

Despite the strength of the dollar, which IBM cited as a depressing influence for the U.S. industry, Hewlett-Packard said that the gain was particularly strong overseas. International orders registered a 21 per cent jump to \$765m, compared with a 10 per cent increase in the U.S. where they rose to \$897m.

Mr John Young, president, said that while the company was pleased by the order strength, it remained cautious. "For the near term, we expect to see only moderate growth in our domestic business, largely because of a slowing of the U.S. economy. We believe that international economies also will begin to reflect this moderation."

### Colombia seeks lenders for \$80m Eurocredit

By PETER MONTAGNON IN LONDON

COLOMBIA is sounding out banks in the Euromarket for an \$80m Eurocredit to help to finance cost overruns at the Jagua hydroelectric project run by its state utility Interconexión Eléctrica.

It hopes to arrange the deal on a co-financing basis with the Inter-American Development Bank (IDB), which would put up \$28m of the total, leaving the remaining \$52m to be provided by commercial bank lenders.

The IDB yesterday declined to disclose terms of the borrowing before completion of the soundings which are being undertaken through Samuel Montagu of the UK. However, the credit has already attracted attention in the quickly

### Mitel lays off more staff as sales lag

KANATA, CANADA - Mitel, the Canadian electronic communications equipment manufacturer, has laid off 180 workers at two of its plants, bringing the number of layoffs to 270 in the past 10 months.

The group said the latest actions, which are due to the worldwide decline in semiconductor sales, involve 75 workers at its Kanata, Ontario, assembly plant and another 105 employees at a Bromont, Quebec, plant south-east of Montreal.

Sales of Mitel's SX-2000 telephone switch, which cost between \$C70m (\$US\$32m) and \$C100m to develop, have been slow, says the company. Contracts to distribute the product have been signed with six new dealers, but it might be up to a year before sales show in the balance-sheet.

Orders from production and assembly plants had not been as much as in the past, Mitel added.

Inventories were cut by about \$C13m to \$C16.9m between last May and December.

Reuter

### Record results for Northrop in full year

By Our Financial Staff

NORTHROP, the U.S. aircraft and electronics group, has turned in record results for 1984. Fourth-quarter net earnings increased by 40 per cent, from \$40.2m to \$56.2m, lifting the total profit for the year from \$100.7m to \$166.9m.

Sales for the year totalled \$3.89bn against \$3.26bn for 1983 with the fourth quarter producing \$1.14bn against \$808.1m.

Earnings per share totalled \$3.63 against \$2.21 for the year and \$1.22 against 88 cents for the final quarter.

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County Bank Limited

Kleinwort, Benson Limited

Nomura International Limited

Orion Royal Bank Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

February, 1985

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1978=100); retail sales value (1980=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Indl. prod.	Mfg. output	Eng. orders	Retail vol.	value*	Unem- ployed	Vacs.
1983	103.5	98.1	100	109.3	151.4	2,941	162.0
4th qtr.	103.5	98.1	100	109.3	151.4	2,941	162.0
1st qtr.	104.0	98.9	101	108.0	123.5	2,988	147.8
2nd qtr.	101.8	99.7	104	111.6	130.7	3,028	154.0
3rd qtr.	102.1	101.0	101	112.5	132.6	3,076	163.1
4th qtr.	103.2	101.0	101	115.1	164.0	3,103	165.5
August	101.9	101.4	88	111.3	132.8	3,074	162.0
September	102.8	101.4	113	114.3	134.3	3,086	170.0
October	102.9	100.5	109	113.6	140.3	3,100	170.5
November	103.3	101.2	102	114.4	150.2	3,102	167.8
December	103.4	101.2	107	117.0	194.1	3,108	161.3
January		112.6					

OUTPUT—By market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Intnd. Eng. Metal	Textile mfg.	Hous. etc.	starts*	
1983	101.0	93.8	110.0	96.2	103.3	97.4	15.9
4th qtr.	101.0	93.8	110.0	96.2	103.3	97.4	15.9
1984	100.2	93.7	110.5	96.0	112.4	93.6	16.5
1st qtr.	101.4	95.3	105.2	97.6	120.0	94.9	17.8
2nd qtr.	102.1	95.4	104.7	98.5	109.1	95.2	16.3
3rd qtr.	102.7	95.8	106.3	98.4	105.9	97.8	16.3
4th qtr.	102.7	95.8	106.3	98.4	105.9	97.8	16.3
July	102.0	96.0	104.0	98.0	107.0	97.0	18.3
August	102.0	97.0	104.0	100.0	111.8	97.0	15.5
September	103.0	97.0	105.0	100.0	109.0	98.0	15.0
October	102.0	96.0	106.0	99.0	106.0	97.0	15.7
November	103.0	97.0	107.0	99.0	108.0	98.0	13.9
December	103.0	95.0	108.0	98.0	104.0	99.0	8.5
January		112.6					

EXTERNAL TRADE—Indices of export and import volume (1980=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1980=100); exchange reserves.

	Export	Import	Visible	Current	Oil	Terms	Resv.
	volume	volume	balance	balance	balance	US\$bn*	
1983	107.3	112.9	-221	+330	+2,099	97.7	17.82
1984	107.3	112.9	-221	+330	+2,099	97.7	17.82
1st qtr.	109.5	113.1	-123	+455	+2,223	97.3	16.75
2nd qtr.	108.3	117.3	-123	+320	+1,586	96.9	15.21
3rd qtr.	107.4	119.0	-156	+481	+1,733	96.8	15.25
4th qtr.	111.6	122.2	-122	+416	+1,618	96.2	15.22
July	111.6	122.6	-111	+241	+1,200	97.7	15.25
August	110.6	122.6	-178	+409	+1,589	96.8	15.26
September	107.8	124.9	-771	+778	+1,778	96.8	15.26
October	115.8	132.1	-853	+75	+490	96.5	15.25
November	118.7	121.8	-152	+248	+236	96.2	15.50
December	122.0	126.6	-207	+193	+833	95.9	15.98
January		15.52					

FINANCIAL—Money supply M0, M1 and sterling M3; bank advances in sterling to the private sector (three month growth at annual rate); building societies' net inflow; HP, new credit; all seasonally adjusted. Clearing Bank base rate (end period).

	Bank	BS	HP	Base				
M0	%	M1	%	M3	advances	inflow	lending	rate
1983	7.9	104	8.8	18.9	2,745	2,774	9.90	
1984	7.9	104	8.8	18.9	2,745	2,774	9.90	
1st qtr.	4.1	101	8.2	13.6	2,608	2,668	8.50	
2nd qtr.	4.6	24.5	11.1	18.9	1,735	2,870	8.25	
3rd qtr.	5.3	102	6.3	9.9	1,628	2,809	10.50	
4th qtr.	9.6	24.3	13.4	16.3	2,492	2,941	9.63	
August	4.6	11.4	7.1	11.0	133	330	10.50	
September	4.4	7.8	4.0	24	887	891	10.50	
October	6.7	18.5	9.6	11.4	1,125	1,003	10.50	
November	9.3	27.3	18.5	17.1	363	967	9.63	
December	12.2	27.2	12.1	22.4	1,004	971	9.63	
January	5.0	9.4	14.0	16.2	823	14.00		

INFLATION—Indices of earnings (Jan 1980=100); basic materials and fuels, wholesale prices of manufactured products (1980=100); retail prices and food prices (1974=100); FT commodity index (July 1982=100); trade weighted value of sterling (1973=100).

	Earnings	Basic	Wholesale	FT*
1983	153.2	128.4	126.7	341.8
4th qtr.	153.2	128.4	126.7	316.4
1984	153.6	133.6	129.0	343.9
1st qtr.	153.9	134.3	132.0	350.9
2nd qtr.	159.6	134.1	132.8	331.9
3rd qtr.	164.1	140.1	134.3	358.3
4th qtr.	159.2	132.3	132.6	354.8
August	159.9	152.2	133.3	355.5
September	164.2	137.9	133.9	357.7
October	162.8	139.2	134.3	358.8
November	165.2	143.4	134.9	358.5
December	144.7	135.9		296.98
January				71.5

\* Not seasonally adjusted.

## PETROLEUM EXPLORATION OPPORTUNITIES IN NEPAL

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Deputy Director General  
Lalitpur, Kathmandu, Nepal  
Tel: 413541, 414740  
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## Dyno may lift capital after U.S. purchase

BY FAY GUESTER IN OSLO

DYNO INDUSTRIER, the Norwegian plastics, chemicals and explosives group, is likely to increase its capital if the planned purchase of a U.S. explosives company is approved by the American anti-trust authorities.

The move could come in the form of a new issue of equity floated in New York or London and aimed primarily at foreign investors.

Dyno said on Tuesday that Ircro, its U.S. explosives subsidiary, had concluded a provisional agreement to buy the explosives division of Hercules, the U.S. chemicals group, for an undisclosed price.

If the deal goes through it will make Dyno the largest manufacturer of commercial explosives in the U.S. and boost group sales to about Nkr 4bn (\$423.7m) a year from about Nkr 3bn.</

## INTERNATIONAL COMPANIES and FINANCE

Kieran Cooke on the growth of an Indonesian timber operation

## Plywood major beats world decline

BACK IN the 1970s, Weyerhaeuser, the U.S. timber group, carved little America out of the jungles of East Kalimantan, Indonesia. Today, the Kenangan logging camp, the four-speedboat journey up river from the oil town of Balikpapan, looks a little worse for wear. Paint is peeling from the supermarket, the swimming pool is dirty, the bar at the club sees few customers, the pool table is unused. Weyerhaeuser departed in 1981, after apparently falling out with its local partners. Yet despite the rather rundown look, business at Kenangan is going well.

Now the camp and the logging operations it was built to service are run by the Satya Dharma Raya group (SDR), one of the Indonesia's biggest, though least publicised, conglomerates. The 600,000 hectare concession is the largest in South-east Asia, covering an area roughly 11 times the size of Singapore. SDR has recently opened a U.S.\$40m plywood mill which is working round the clock, and employs about 3,000

local people. Despite the tough times being experienced by most of the Indonesian timber industry, SDR says it is expanding its operations.

SDR has been running the Kenangan operations since 1982 on behalf of the Indonesian army, which acquired it in the early 1970s when President Suharto granted the armed forces huge forest concessions. Timber is the foundation of the SDR group; it operates logging concessions of 2.6m hectares (about two-thirds the size of the Netherlands) dotted round the Indonesian archipelago. It owns four plywood mills and has a comprehensive marketing operation both at home and overseas. Mr Muyljo Rahardjo, the marketing director, says the group has about 60 per cent of the UK market, the biggest market for Indonesian plywood in the European community, with imports last year worth more than £30m.

Owned and run by Indonesian Chinese with strong Taiwanese connections, SDR has had considerable success in selling to

China, which has dramatically increased its imports of Indonesian plywood in the last 12 months. Despite the current over-production of Indonesian plywood, SDR says that the quality of its products and a good marketing system have filled its order books for the next six months.

Large groups like SDR have been helped by owned extensive logging operations, while smaller plywood concerns, forced to buy logs from outside, have gone out of business. SDR has also had the money to invest in new machinery and, by building a glue factory, has integrated much of its plywood production process.

That financial muscle comes from a wide variety of operations besides forest products. SDR has large coal concessions in Kalimantan, a steel plant, one of Indonesia's biggest ceramic factories, and a biscuit making operation. It owns one of Indonesia's biggest property development companies, and is involved in building luxury



flats in Singapore and in the construction of what will be Taiwan's tallest building in Taipei. Mr Lee Siong Thye, chief executive of SDR, who usually goes under his Indonesian name of Susanto Lyman, is also a part owner of the Overseas Tycoon Bank, which has its headquarters in Hong Kong and branches in North America.

Mr Lee and his two sons

Royston and Cobert run SDR as a family business though, unlike many Chinese companies, they have brought in outsiders and a western style management structure. They have invested heavily in training and are one of the few timber companies to have attempted some reforestation of logged-out areas. In future, the group sees itself going into other timber related activities such as pulp mills and paper processing while diversifying itself of other non-timber activities which have suffered losses because of the present downturn in the Indonesian domestic economy.

## Carclo sells stake in Indian Card Clothing

BY R. C. MURTHY IN BOMBAY

**CARclo** ENGINEERING Group of the UK has sold its majority equity stake in Indian Card Clothing Company (ICCL) to Mr J. K. Trivedi, a non-resident Indian based in Hong Kong. The sale has been effected by transferring the ownership of Acre Street Investments, Carclo's wholly-owned subsidiary, which owns 50 per cent of ICCL to Gold Card Trading Company, which is controlled by Mr Trivedi.

ICCL manufacturers flexible and metallic card clothing sets as well as woolen, worsted, cotton waste, and asbestos card clothing. Its manufacturing plants are located at Pune, 200 km from Bombay in the western state of Maharashtra. Sales of Indian Card fell by 3.6 per cent to Rs 75.72m (\$36m) in the year to March 1984 and profits after tax declined by 21.28 per cent to Rs 6.94m. It paid a 20 per cent dividend against 29 per cent

for 1982-83.

At a board meeting held in Bombay early this week, Mr J. K. Trivedi was appointed chairman and Mr K. K. Trivedi, vice-chairman.

• A surge in textile exports and a change in product-mix has lifted profits at Madura Coats, a leading manufacturer of textiles and sewing threads, based at Bangalore, in southern India.

Profits before tax jumped by 77 per cent to Rs 48.2m (\$18m)

in the six months to December 31 per cent to Rs 80.15m.

Profits after tax rose by nearly 80 per cent to Rs 27.4m from Rs 20.3m and the interim dividend in 10 per cent against 7.5 per cent. For the year to June 1984, Madura Coats paid a 25 per cent dividend although it suffered a 31 per cent drop in pre-tax profits. The recession, high cotton prices, and labour problems were blamed for the slide in profits.

## NZ travel group forms airline

By Dal Hayward in Wellington

**NEWMANS**, New Zealand's leading travel and transport group, has set up the country's third major airline and launched a direct challenge to its main competitor, the Mt Cook group.

The new service started with two 50-seat De Havilland Dash aircraft. The creation of the new airline has given New Zealand shares a boost. They now stand at NZ\$3.30 (US\$1.51).



## Kingdom of Spain

Issue on a yield basis of

## £60,000,000 Loan Stock 2010

The Issue Yield (as defined in, and calculated in accordance with the terms of, the Prospectus published on Tuesday, 19th February, 1985) on the above Stock will be 12.420 per cent.

Subject to the provisions of the above-mentioned Prospectus, the Stock will, on issue, bear interest at the rate of 11 1/4 per cent. per annum, payable half-yearly on 24th March and 24th September. The issue price will be £34.895 per cent.

The first interest payment, payable on 24th September, 1985, will amount to £3.756 per £100 nominal amount of Stock (less, where applicable, United Kingdom income tax).

The application list will open at 10.00 a.m. today, 21st February, 1985, and will close later today.

The Prospectus was published on 19th February, 1985 and copies are available from:

Samuel Montagu & Co. Limited,  
114 Old Broad Street, London EC2P 2HY.  
Lloyds Bank Plc, Registrar's Department,  
Issue Section, 111 Old Broad Street, London EC2N 1AU,  
and Goring-by-Sea, Worthing, West Sussex BN12 6DA.  
W. Greenwell & Co.,  
Bow Bells House, Bread Street, London EC4M 9EL.  
Rowe & Pitman,  
1 Finsbury Avenue, London EC2M 2PA.

Samuel Montagu & Co. Limited  
on behalf of  
Kingdom of Spain

21st February, 1985

## Arnotts offers A\$2.75 a share for Allied Mills

BY OUR FINANCIAL STAFF

**ARNOTTS**, the Australian flour milling and food products group, yesterday produced its long-awaited bid for Allied Mills, the country's largest flour and vegetable oil producer.

The offer is worth A\$2.75 a share and is subject to 90 per cent acceptance (the level at which a bidder can compel all shareholders to sell out). Arnotts' terms are the same as those of the offer for 80 per cent of the shares of 40m shares or "just under 40 per cent of Allied, made last month by Industrial Equity (IEQ), the main corporate vehicle of Mr Ron Bridger.

The Arnotts bid follows several weeks during which the company, Australia's leading producer of biscuits, is thought to have been buying Allied shares in the market. It now owns some 20 per cent.

The bid, valuing Allied Mills at some A\$256m, is still well below the A\$3.25 level at which

the shares have recently been trading.

• Westfield Holdings, the Sydney-based property group, has reported a net profit of A\$4.5m (or 20.47 cents a share) for the six months ended December 31, up 22 per cent from A\$3.7m (or 16.75 cents a share) of the same period of 1983, APDI reports from Sydney.

The company also announced an increase in the interim dividend to 7.5 cents a share from 5 cents a share. Turnover rose by 26 per cent to A\$90.5m from A\$72.7m.

Westfield also reported an extraordinary profit of A\$28m mainly from the sale of its 50 per cent interest in a shopping centre near Sydney.

It said retail trading in the U.S. and Australia was satisfactory during the period while its development programme is continuing on course.

## American Brands in plan to boost Japanese sales

BY JUREK MARTIN, FAR EAST EDITOR, IN TOKYO

**AMERICAN BRANDS**, the diversified tobacco and packaged goods U.S. company, has opened an office in Tokyo in order to try and remedy what senior officials conceded was its relative neglect of the Japanese and Asian markets.

Mr William Alley, senior vice-president of the parent company and head of its international operations, said here yesterday that though American Brands sold about \$7bn worth of goods worldwide, "over half in Europe, its Japanese revenues only amounted to about \$10m."

American Brands, the best known foreign subsidiary of which is Gallagher, the UK

tobacco concern, has some hopes that it can increase sales of its cigarettes in Japan, where the 80-year-old tobacco monopoly is being partly liberalised on April 1. At present, its brands command only 1 to 2 per cent of the market for foreign cigarettes in Japan.

Company officials here said they had been assured they would receive fair treatment under the new regime, which not only still vests considerable pricing power in government hands but also leaves much marketing discretion in the hands of Japanese tobacco trading companies.

This advertisement complies with the requirements of the Council of The Stock Exchange.

## Federal Business Development Bank

## Banque fédérale de développement

(An agent of Her Majesty in right of Canada) (Mandataire de Sa Majesté du chef du Canada)

## U.S. \$50,000,000

## 10% Notes due April 15, 1989

The following have agreed to subscribe or procure subscribers for the Notes:

Wood Gundy Inc.

Orion Royal Bank Limited

Banque Bruxelles Lambert S.A.

CIBC Limited

Commerzbank Aktiengesellschaft

Dominion Securities Pitfield Limited

Morgan Guaranty Ltd

Nomura International Limited

Union Bank of Switzerland (Securities) Limited

Banque Nationale de Paris

Citicorp International Bank Limited

Crédit Lyonnais

Merrill Lynch International &amp; Co.

Morgan Stanley International

Salomon Brothers International Limited

S. G. Warburg &amp; Co. Ltd.

Application has been made to have the Notes, to be issued at 99 1/2 per cent., admitted to the Official List by the Council of The Stock Exchange subject only to the issue of the temporary global note. The Notes will bear interest from April 15, 1985 at the rate of 10 1/2 per cent. per annum payable annually in arrear on April 15, the first payment falling due on April 15, 1986.

Particulars of the Notes and Federal Business Development Bank are available in the Extel Statistical Service. Copies of the listing particulars relating to the Notes may be obtained during usual business hours up to and including 25th February, 1985 from the Company Announcements Office of The Stock Exchange and up to and including 7th March, 1985 from:

Federal Business Development Bank  
901 Victoria Square  
Montreal, Quebec H2B 1R1

Bank of Montreal  
9 Queen Victoria Street  
London EC4N 4XN

R. Nivison & Co.  
25 Austin Friars  
London EC2N 2JB

February 21, 1985

February 19, 1985

## Coplay Cement Company

a subsidiary of

## Société des Ciments Français

has acquired

## Louisville Cement Company

The undersigned initiated this transaction, assisted in the negotiations and acted as financial advisor to Coplay Cement Company and Société des Ciments Français.

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NEW ISSUE

All these Bonds have been sold. This announcement appears as a matter of record only.

February 13, 1985



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Bank Gutzwiller, Kitz, Bungener (Overseas) Bank Ippa Bank Mees & Hope N.V. Bankverein Bremen AG  
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Pierso, Heldring & Pierso N.V. PK Christiana Bank (UK) Ltd. Privatbanken A/S Salzburger Sparkasse  
Samwa International Société Générale Société Générale Alsatienne de Banque Sparebanken Oslo Akerhus Sparekassen SDS  
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NEW ISSUE

These Notes having been sold, this announcement appears as a matter of record only.

U.S. \$100,000,000

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February, 1985

Weekly net asset value

Tokyo Pacific Holdings N.V.  
on 19th February 1985. U.S.\$100.42

Listed on the Amsterdam Stock Exchange

Information: Pierso, Heldring & Pierso N.V.,  
Herengracht 214, 1016 BS Amsterdam.VONTobel Eurobondindexes  
WEIGHTED AVERAGE YIELDS  
PER 19 FEBRUARY 1985

	INDEX	Today	Last week	Year's High	Year's Low
DSB Eurobonds	11.15	11.15	11.15	10.85	10.85
DM (Foreign Bond Issues)	7.45	7.48	7.50	7.40	7.35
HLF (Bearer Notes)	7.63	7.21	7.64	6.83	6.83
Cans Eurobonds	12.32	12.41	12.58	12.21	12.21

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## INTL. COMPANIES &amp; FINANCE

William Hall on the background to a fringe banking collapse

## D-Day for Deak-Perera creditors

NEXT MONDAY afternoon a group of lawyers will troop into a nondescript room on the third floor of the Federal Court Building in New York's Foley Square to hear the opening arguments of a small Swiss private bank, the Foreign Commerce Bank (Focobank), which lies at the heart of what is becoming an increasingly complicated tale of financial intrigue stretching around the world.

The outcome of the meeting will be important for several thousand depositors, ranging from expatriate workers in Saudi Arabia to wealthy individuals from Latin America to the Far East, who stand to lose several million dollars following the collapse of some of the fringe banking operations of the Deak-Perera group, otherwise known as "the world's money experts."

The meeting will give the first real clue of how much investors are willing to pay for the privilege of getting a coveted Swiss banking licence, and this will in turn show whether Deak's privacy loving depositors have any chance of getting their money back.

The tale first hit the headlines last December when Deak & Co, Focobank's parent, filed for bankruptcy in New York after a bankrupcy of its non-Swiss banking operations. Deak blamed much of its financial problems on some adverse publicity on organised crime linking Deak's name to the money laundering activities of some South American drug dealers.

The accusations surprised some members of the New York financial community, especially since Mr Nicholas Deak, a Hungarian emigre who founded and still controls the group, had built up a reputation as a banking expert by lecturing and writing widely on topics such as bank supervision. He is adjunct professor of law at the New York Law School and recently completed a textbook on international banking.

Although the 78-year-old Mr Deak strenuously denied the allegation made against his group, nervous depositors began to withdraw their money from Deak's banking operations in the U.S. and abroad. Companies like Deak-Perera have always attracted more than their fair share of customers who wanted to avoid official scrutiny, and many of them decided to take their money elsewhere after it became apparent that the U.S. authorities were taking more than a passing interest in Deak's activities.

As a result, Deak-Perera International Banking Corporation (Depebanc), based in Stamford, Connecticut, and Deak-Perera, Wall Street, were forced to file for protection under Chapter 11 of the U.S. Bankruptcy Code, along with their parent.

This in turn precipitated the closure of Deak's two Hong Kong operations, Deak-Perera

depositors' funds which were supposed to have been transferred to the Deak office in Macau never reached their destination. There have been estimates that depositors in Deak's Hong Kong and Macau operations are out of pocket to the tune of \$50m.

Few bankers have a very clear idea where the money has disappeared to, or why Deak ran into such financial problems.

Deak-Perera's traditional foreign exchange operations are generally well regarded in the financial community and the corporation in 1982 of a takeover of the calling of Mr George Votja, former head of strategic planning at Citibank, appeared to mark a move closer to the mainstreams of the financial markets. However, Mr Votja did not stay long as president of Deak & Co, and in early 1984 moved to Bankers Trust.

There have been reports of considerable management infighting at Deak between the older management, which had concentrated on the foreign exchange business, and some younger executives who were pushing the company into the fringe banking business.

Once the rumours linking its name with U.S. investigations of money laundering began to spread around the financial markets, Deak did not have access to the sort of liquidity needed to stem the run on the deposits of its largely unsupervised banking operations.

Not surprisingly Deak's plan to sell off its healthiest subsidiary to meet its total debts of over \$80m has come under attack from its various creditors around the world, since many

(Focobank), a small Swiss bank, Focobank owns Bankhaus Deak of Vienna, Eurotrade Bank & Trust, and a "substantial interest" in Deak National Bank upstate New York. It also owns 49 per cent of:

• Deak-Perera U.S., of Delaware, in foreign currency and precious metals operations.

• Deak-Perera Wall Street, the third part of the empire to file for bankruptcy. It in turn owns Deak-Perera (Far East).

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## TECHNOLOGY

AUTOMATS DEVELOPED FOR THE ELDERLY MAY FIND JOBS IN THE FACTORY

## Domestic bliss with a home robot

BY PETER MARSH

RESEARCHERS in Miami are shortly to put a British-made robot through its paces in tasks such as cooking eggs and cleaning the floor. The work is part of a project to evaluate such machines as "home helps" for elderly people.

The Miami Jewish Home and Hospital for the Aged, which runs a nursing home for 370 old people and looks after the needs of several thousand others, is doing the work in conjunction with Universal Machine Intelligence Systems (UMI).

UMI is a small London company that is attempting to develop a new generation of intelligent robots. According to the company, these machines could eventually have broad applications as mechanical servants in people's homes.

UMI, which is backed by £200,000 in development cash, plans to sell its first robot later this year. Besides working with the Miami organisation in health-care developments, the company is discussing other joint ventures with Boeing, STC and Beckman Instruments (the Californian supplier of medical and scientific instruments).

These services would produce robots of use in production and control of aircraft, assembly work in the electronics industry and automated chemical analysis.

By working jointly with big companies in specialised areas of industry, Mr Geoff Henny, the American founder and managing director of UMI, hopes to develop robots for particular applications. Later, the companies with which he is in partnership could help UMI to sell the machines in specific market areas.

This strategy, thinks 35-year-old Mr Henny, is better than the blanket approach adopted by many robot companies which try to sell one type of product to a range of industries and leave customers to adapt the machines to their particular needs.

Future versions of Mr Henny's machines will be activated by voice control and incorporate in their logic circuits the equivalent of an IBM microcomputer. They will trundle around on wheels, have sensors to detect their surroundings and do simple jobs with a six-axis mechanical arm.

He thinks that this technology could replace or complement human labour in hospitals and nursing homes. More importantly, machines that

work on this principle could do jobs for elderly or disabled people in their own flats or homes.

Problems that engineers have to tackle before such machines become useful include the development of sensor technology, such as TV-based vision systems that relay to robots information about their surroundings.

Technical workers will also have to come up with new kinds of mechanical equipment to do fiddly tasks such as taking pots or pans out of ovens. The robots would have to be programmed by advanced types of software such that the machines react quickly to changes in their environment, so that, for instance, they can spot if the oven door suddenly becomes jammed or a saucerman moves out of reach.

Within five to ten years, thinks Mr Henny, companies will have succeeded in selling these new forms of robots in the health-care market. They will then turn their attention to selling robots as mechanical helpers to ordinary homes. By this time, the cost of such hardware could be £1,000 or less.

These prices could be achieved if the robot industry can sell in high enough volumes — on Mr Henny's figures, the cost per machine would drop by 20 per cent every time sales double.

The machines would also have to do jobs that are genuinely useful. "We are interested in utility, not in entertainment or toys," says Mr Henny.

A few other companies are around the world, for instance Hubertics and Heath of the U.S. already sell "home robots."

These are generally acknowledged as little more than toys that cost several thousand pounds. Software and the design of mechanical arms leave a lot to be desired.

Other companies thought to be working on more serious forms of home robots include Electrolux, the Swedish manufacturer of home-appliances. A robotic vacuum cleaner would have obvious attractions for the company.

Dr Martin Faletti, of the Miami Jewish Home and Hospital, says that the UMI devices look more promising for work with elderly people than other robots that he has examined made by American companies.

Dr Faletti, director of the Stein Gerontological Institute, a research institute associated with the Miami organisation, will take delivery of his first UMI machine within the next few months.

He thinks that after some extra development work, for instance in the design of software and new mechanisms such as grippers, the robot will be doing useful tasks within a year. A simple task that the machine could tackle early on could be sweeping the floor.

UMI plans initially to sell two classes of robot. The first, now in prototype stage, will go on sale in July. It will be a six-axis, electrically driven arm on a stationary base that can lift up to 2 kg. The £2,500 machine would be used in a light industry, for example to lift objects onto conveyor belts.

The second, more advanced robot will cost at least £5,000, depending on its exact specification. It will move around on wheels powered by an electric battery.

Mr Henny says that by the end of 1986 he hopes to sell 500 of the cheaper machines and 150 of the mobile devices.

About 90 per cent of sales will go to the U.S., he thinks.

AB Electronics is due to make the hardware under contract.

Mr Henny says he decided to set up UMI in Britain rather than the U.S. because he found it easier to obtain cash from venture capital companies.

Two such organisations, Newmarket and Birmingham, have put up most of the finance for UMI.

Mr Henny also thinks that British engineers are better at combining the skills of electronics and mechanical engineering — the essential requisite for a robot designer — than their American counterparts.



Mr Geoffrey Henny, managing director of Universal Machine Intelligence Systems, with R. Theta.

with the Miami organisation, will take delivery of his first UMI machine within the next few months.

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## Consumer

## 'Turtle' robot for less than £100

IF £2,000 or so seems a lot for a domestic robot, an impressively named Intergalactic Robots will sell you one for under £100: £79.95 in kit form, in fact, or £99.95 assembled.

The Zero 2 is a less ambitious concept than R. Theta, however: 180mm long, 150mm wide and 96mm high, about the size of a cigar box, it joins the long line of tiny but sophisticated high-technology devices for everybody produced by UK engineers like Sir Clive Sinclair.

Indeed, the robot is controlled by a home computer and agreements have been signed with Sinclair Research and with Logotron to distribute the robot complete, with Sinclair's Logo software for the ZX Spectrum (£129.95) and Logotron's for the BBC micro (£149.95).

Logo is a language which may not be particularly useful for teaching the young about computing.

The robot is "turtle-like," a reference to the "Edinburgh Turtle," one of the first of this kind of small, simple robot best suited to educational use.

Zero 2 has wheels, a pen, lighted line-follower and a two-tone horn; it will move forwards, backwards or turn with a precision of 10mm, enabling it to draw complex patterns accurately and reproducibly.

Future developments include the installation of an infra-red link between the robot and the controlling computer, so doing away with the umbilical cord, and a speech synthesis capability.

Intergalactic Robots thinks there are three primary markets for Zero 2: first, technical colleges for teaching control theory and robotics; second, schools for teaching interaction with the computer and logical thinking; and third, the home, for personal, recreation and experimental use.

The company is financed by a £50,000 loan guarantee from the London Borough of Islington and £50,000 put up by the directors.

ALAN CANE

## DUTCH SCIENCE PARK

## Astronomers look to computer graphics

TWO astronomy researchers in the Netherlands are turning expertise in computer graphics into a business that makes TV films using computer simulation.

Seth Shostak and Bart Verhaegen, formerly of the astronomy department at the University of Groningen, have adapted computer software that produces images from data captured by optical telescopes.

With such software, researchers turn a mass of scientific readings, for example on the position of stars at certain times, into pictures that produce a general impression of events in a specific section of the heavens.

The Groningen workers realised they could adapt the software to produce images for film. The images are flashed on a screen at a rate of perhaps 25 times a second to produce short films used for instance by UK engineers like Sir Clive Sinclair.

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ALAN CANE

It's time to give punch-clocks their cards.



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## Communications

## Data over radio cells

DATAM TRANSMISSION over the Vodafone cellular radio network will become available later this year using a data protocol called CDLC developed by Racal.

CDLC stands for cellular data link control. It is specifically designed to overcome the problems of data transmission from vehicles moving about in a cellular network and subject to both fading and hand off. Although these effects are not usually noticeable during speech, they can result in lost information during data transmission.

A new organisation, Racal-Voda, has been set up to deal with cellular data and the equipment is to be manufactured by Racal Milgo, the modem company. The first products will be add-on units for Vodafones and will provide 1200 bit per second transmission.

Richard Jarvis, technical director of Racal-Voda, says that CDLC is an error-free universal protocol, based on established standards, able to work over networks such as Packet Switch Stream.

Any terminal unit conforming to RS232 standards can be connected to the Voda equipment including personal computers, visual display units, printers and hand-held terminals. More on 0835 69000.

Components  
Vehicle circuits

AN integrated circuit which has applications in vehicle design for diagnosing faults in the alternator regulator circuit has been launched by SGS-ATES. The L485 acts as a voltage regulator but also can give warning of the failure of power supply to the chip, broken or shorted wires.

## BELGIUM RAILWAYS COMPUTER

## Reservation system

THE Belgian Railways is installing an electronic reservation system based on a Philips computer. The Reselect system will make it possible for passengers to obtain reservations and tickets for international journeys as well as local travel.

Ticket offices at 60 railway stations are being equipped with microcomputers to link into large information computers, and tickets for interna-

## CHALLENGER IN SPACE

At the heart of the Central belt of Scotland, on the waterfront of the great River Clyde, lies the most up-to-date and exciting venue in Europe — the new Scottish Exhibition and Conference Centre.

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Resident Abroad, published by Financial Times Business Information, is Britain's monthly magazine for people living or working overseas. It informs and advises on all aspects of finance and business, with articles on UK and foreign investment, property, pensions, taxation and insurance. It entertains and informs on matters of health, education, travel and leisure — all of this every month.

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# Prophet of UK industrial decline

BY DUNCAN CAMPBELL-SMITH

**DUDLEY DOCKER** — The Life and Times of a Trade Warrior by R. P. Davenport-Hines. Cambridge University Press. £25. 256 pages

**DUDLEY DOCKER** would probably have seen his meagre historical reputation as扶助 evidence of Britain's failure to fashion a successful business culture in the post-war era.

Here is a man whose career as a leading Midlands businessman set him at the heart of this country's industrial life from the turn of the century until his death in 1944. Today, his name survives as little more than the source of a fortune squandered in the 1930s by a vulgar woman who married his son and drove him into a Daimler with sear-skin seats ("so much cooler than a mink" as Lady Docker herself used to say).

Docker spent much of his adult life — when he wasn't making money as an entrepreneur and a financier — demonstrating about the causes and symptoms of Britain's industrial decline. The preoccupation shaped his life and Mr Davenport-Hines has let it shape his biography accordingly. This has turned what might have been a scholarly but narrow monograph into a seminal book on that great issue: *Where Did The UK*

Economy Go So Suddenly Wrong?

The first big mistake, in Docker's view, was to let the Germans creep up so fast in the decades or so before World War I. But the other cardinal error was not to have emulated the Germans more closely ourselves.

Already a powerful Birmingham manufacturer in the Edwardian era, Docker argued passionately but vainly for a more corporative approach in British politics, allied to a conglomerate strategy in industry itself. He looked to the likes of AEG and Siemens as his models.

The 1914 war itself provided the best opportunity to mobilise these kinds of ideas and Docker did his best as head of the Midlands' munitions effort. But he failed and after 1919, it was downhill all the way.

Docker pushed through a series of mergers in the electrical sector, which produced the forerunner of AEL, later sold to GE of America. But he crossed the City in the process, which later cost him a peerage.

Through the Twenties, he grew increasingly disillusioned over repeated business setbacks and switched his energies to international finance. He now espoused a pan-European economy, but this met no more favour in domestic circles than the ideas of his younger days.

Mr Davenport-Hines traces the whole story in absorbing detail, stretching the narrative



Dudley Docker: Edwardian entrepreneur

were appropriate to embrace men and events around the world. Rightly, this must be a model of business history.

Britain's economic history.

The misfortunes of Vickers, English Steel, the UK rolling stock industry and — above all, perhaps — BSA, which Docker dominated from 1906 to 1912.

He returned to the helm at BSA in 1940, too late to arrest the decline over the intervening decades of a company which "had consistently failed to co-ordinate the productive and marketing elements" of its business.

BSA, says the author, was a practical illustration of key national weakness (not found in Germany). "One of the most deleterious influences on British industry in the twentieth century has been the insularity of its professional engineers."

Such judgments give the whole book a sharp edge and it deserves to be read for more than its academic interest, as the author makes abundantly clear.

IT IS ironic that Dr K. K. Tse'sulatory study of Britain's biggest retailer should appear just when the durability of Marks & Spencer's management formula is being brought into question. The title of the book — *Marks & Spencer: anatomy of Britain's most efficiently managed company* — gives the reader a pretty good idea of what to expect.

Dr Tse is as good as his word. In the course of 230 pages, he levels not a single criticism against the way M & S does business.

Dr Tse does not bother to test the hypothesis of his title against the claims of Britain's other well-managed companies but launches straight into a panegyric, the extravagance of which is sometimes downright embarrassing.

"Praise and envy aside," Dr Tse writes, "the revolutionary impact of St Michael is often poorly understood. . . . To consider St Michael as simply an ordinary brand name, albeit better known than most, fails to miss the epoch-making significance of one of the most important revolutions of our time."

Dr Tse makes several sound, if familiar, points about the unusual M & S approach to its suppliers, its employees and its customers. But by consistently overstating his arguments, Dr Tse only weakens his overall case.

In one memorable sentence, for example, he dismisses the

Marks &amp; Spencer: Anatomy of Britain's most efficiently-managed company

by K. K. Tse. Pergamon Press, £28.95. 230 pages

ments in M & S. These rate scarcely a mention.

The consequences for the group of the recent changes at the top — which have placed a non-family member in the chairman's seat for the first time — are not considered; nor, for that matter, is the importance of the group's trading links with Israel.

In the second half of his book, Dr Tse reviews Lord Rayner's work on streamlining the British civil service and attempts to establish an analogy between Hong Kong's relationship with mainland China and M & S's relationship with its suppliers.

But the suggestion that M & S is not even in a position to do so would be regarded as risible by any M & S supplier.

In support of his case, Dr Tse cites three companies which have been shielded from the recession by their relationship with M & S. These contrasts with Courtaulds, which Dr Tse rightly observes shed 40,000 workers during three years of recession. Nowhere does he mention, however, that Courtaulds is a supplier to M & S, which is a remarkable omission in a book which claims that Courtaulds is the retailer's largest supplier and biggest customer.

Similarly, he omits any discussion of the fierce competition which M & S faces on the High Street from a new brand of fashion retailer epitomised by the Burton and Hayworth women's wear chains. This is certainly not because Dr Tse is concentrating on the growing food and homeware depart-

ment.

Inevitably, a group with so strong a personality and so successful a history as M & S tends towards introspection. It would be all the more valuable, therefore, for an outsider to give a measured view of the group's formula. That book, unfortunately, has yet to be written.

## BOOKS OF THE MONTH

Announcements below are prepaid advertisements. If you require entry in the forthcoming panels, application should be made to the Advertisement Department, Bruden House, 10 Cannon Street, EC4P 4HY — Telephone 01-248 8000, Ext. 4064. Order and payment for books should be sent to the publishers and not to the Financial Times.

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by Andrew M. Pettigrew

An examination of ICI's response to the challenges of the 1980s and the new economic environment of the last 20 years, discussing the evolution of the organisation structure, relationships and management relations over the period.

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## UK COMPANY NEWS

Charles Batchelor on the Monopolies Commission verdict on bid for Initial

## BET given the go-ahead to clean up loose ends

A REVEALING snapshot of a £210m industry undergoing rapid change but precious little growth is provided by the Monopolies Commission's report on British Electric Traction's bid for laundry and textile rental group Initial.

The second monopolies review of the "textile maintenance" market within two years showed a sector in which seven major groups (six if BET's bid succeeds) are in fierce competition with about 70 smaller companies.

While the larger national and regional concerns struggle for market share, the small local laundry appears to be in irreversible decline. From 1,000 in 1971 the number fell to just 350 at the end of 1983.

While mergers pushed some group to greater prominence the total textile maintenance market grew only 6 per cent between 1981 (the year used in the first Monopolies Commission report in the sector) and 1983 (the reference year used in yesterday's report). Total turnover rose from £480m to £510m.

BET's existing 42 per cent holding in Initial played a crucial part in persuading the commission that a merger of the two companies would be in the public interest. This was despite evidence that a merger would limit competition in the three main sectors in which the two companies were active.

In the £210m workwear, cabinet towel and dust rental markets the two companies have a 41 per cent stake—29 per cent held by BET and 12 per cent held by Advanced.

The commission said there was a significant overlap between the two companies and it had seen "a prima facie detriment to competition in the three segments combined."

However, it did see prospects of the combined group employing more people in the longer term; of the saving in delivery of cost to the public, and of the two companies being better able to offer services to the National Health Service.



Mr Nicholas Wills (left), managing director of BET and chairman of Initial, and Mr Hugh Dundas, chairman of BET.

The commission said: "If we were looking at the putting together of wholly independent companies, given the substantial market shares involved, we do not think these benefits would outweigh the detriment to competition in the three market segments combined."

It nevertheless concluded: "We are here dealing with an unusual merger situation where we have to assess the effects of BET's proceeding from the degree of influence it already actually or potentially has, by virtue of its 42 per cent holding in Initial, to a position of full control."

"We take the view that BET's present shareholding gives it considerable potential scope for co-ordinating the activities of Advanced and Initial."

In these circumstances we were found to recognise that to a significant though unquantifiable extent the effects on competition referred to may well be inherent in the existing situation and therefore not properly attributable to the merger stage of acquisition of a controlling interest.

This being so, we believe that it would be unsound to determine that the merger now before us may be expected to operate against the public interest."

In coming to this judgment the five-strong team of commissioners, under the chairmanship of Sir Alan Neale, accepted one of the results of intense competition with published own prices in real terms. The laundry, cleaner and the market has grown however and the spread of workwear rental into cleaner applications has led to an increase in the frequency of washing.

The UK, where workwear is washed 1-1.5 times a week, still lags behind the U.S. where the frequency is 3-4 times.

Bringing together Initial, with 28 per cent of this market, and Advanced, with 5 per cent, creates a powerful position. But the strength of Sketchley at the heavy end of this market and the many small competitors at the light end means the impact on competition of a merger would be limited," the commission said.

That report rejected BET's claim that it had no influence over Initial. The commission said that BET could co-ordinate the activities of Advanced and Initial through formal board decisions, through informal contacts between directors of the two companies or through its role as a major shareholder. That earlier report went on to turn

down both the Initial and Sunlight bids.

BET has pledged to maintain the separate brands and existing differences between the services of the two companies. There would, however, be some breaking down of their separate identities in the market place.

They could see each other's customer lists tendering for NHS contracts would be co-ordinated, contributions to run contracts would be integrated and the processing of rented textiles would be put together in larger, more efficient units.

BET told the commission that Advanced expected to make annual savings of about £2.7m from economies of scale. It said it thought the proposed merger might result in annual savings of £6.5m.

The commission looked closely at the main areas where both companies were active:

• The workwear rental sector, particularly in the laundry and dirtier industrial garments, has suffered as a result of the recession. Total sector turnover fell marginally, from £131m in 1981, between 1981 and 1983.

This decline was also partly the result of intense competition with published own prices in real terms. The laundry, cleaner and the market has grown however and the spread of workwear rental into cleaner applications has led to an increase in the frequency of washing.

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The commission concluded that Advanced and Initial would have a strong position in the wider hand-drying market but said the existence of competition from paper towels and warm air dryers would at least limit the effect of any attempt to exploit their dominance.

Durmat's market increased in importance—from £15m total sector turnover in 1981 to £20m in 1983—but it remains small compared with the other two main sectors.

Distributing these products—wet and dry—especially designed to trap dirt—relatively expensive unless it can be combined with other rental products.

Initial and Advanced would have a substantial combined share of this market but their stake appears to be declining.

## TURNOVER IN THE TEXTILE MAINTENANCE MARKETS, 1983

Company	Industry†	Workwear*	Cabinet* towel rental	Dust mat* rental
	(£m) (%)	(£m) (%)	(£m) (%)	(£m) (%)
Initial	93.0 18	29.4 23	23.4 38	7.8 39
Advance	37.3 7	6.6 5	15.3 25	2.7 13
Sketchley	55.0 11	21.9 17	1.4 2	0.6 3
Johnson	50.6 10	6.9 5	3.5 6	1.0 5
Pritchard	31.4 6	15.8 12	7.1 11	1.7 8
Sunlight	27.0 5	6.4 5	1.0 2	—
Smarts	9.8 2	1.0 1	4.1 7	1.3 6
Others	205.5 40	40.0 31	6.2 10	4.8 24
<b>Total</b>	<b>510.0 100</b>	<b>128.0 100</b>	<b>62.4 100</b>	<b>20.0 100</b>

\* Three main sectors in which Initial and Advance operate.

† Total market including rental of industrial wiping cloths and linens, laundry and dry cleaning.

Sources: Association of British Launderers and Cleaners and Rental Services, and the leading companies

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## Over-the-Counter Market

High Low	Company	Price Change	Gross Yield	P/E	Fully
144 123	Asa. Brit. Ind. Ord. ...	142	6.6	4.4	9.4
151 135	Asa. Brit. Ind. Ord. ...	150	—	10.2	—
77 57	Avonmore Group ...	76	2.4	15.8	7.2
42 35	Armistice & Rhodes ...	35	2.8	8.3	7.3
142 108	Bardon Hill ...	141	—	2.4	14.2
59 46	Bayford Ordinary ...	57	—	5.5	7.8
152 110	CCL 11pc Conv. Pref.	110	16.7	13.8	—
80 60	Carbundrum Grd. ...	60	—	12.4	—
89 54	Cashmore 7.5pc Pl. ...	55	10.7	—	—
123 43	Centice Group ...	43S	—	—	—
73 81	Debenish Services ...	75nd	9.5	11.4	6.5
225 170	Frank Horsfall Pr. Ord.87	227	—	11.6	13.5
257 225	Frederick Parker ...	225	—	10.3	—
50 27	Globe Precision Castings ...	29	—	2.8	—
218 186	Ials Group ...	186	15.0	7.4	13.4
124 104	Jackson Group ...	105	—	4.4	—
222 183	Jones Burrough Spcl. ...	180nd	13.7	9.8	5.8
53 63	James Burrough Spcl. ...	52	—	14.3	—
97 71	John Howard & Co. ...	97	—	5.0	6.7
170 133	Landmark Group ...	133	—	15.4	—
100 93	Lingushouse 10.8pc Pl. ...	95	—	15.0	15.4
608 300	Minhouse Holding NV	608	+2	3.8	43.7
120 93	Monkhouse ...	93	—	2.7	—
82 54	Monks ...	54	—	18.8	3.8
82 61	Torday & Carlisle ...	78	—	8.4	17.7
444 370	Trivion Holdings ...	370	—	4.3	12.1
27 27	U.S. Laundry ...	27	+1	4.8	12.5
38 81	Walter Alexander ...	86	+1	7.5	9.5
247 224	W. S. Yeom ...	224	—	17.4	7.7

S=Suspended.

Prices and details of services now available on Prestel, page 48145

## Insurance &amp; Insurance Broking

The Financial Times proposes to publish a survey on the above subject on Wednesday 24th April 1985, prior to the BIBA conference in London.

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Publication date is subject to change at the discretion of the Editor

## Company Notices

## AZIENDA AUTONOMA DELLE FERROVIE DELLO STATO

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## NOTICE OF EARLY REDEMPTION

On behalf of the Issuer, S.G. Warburg & Co. Ltd. hereby gives notice to the holders of the above-mentioned Notes and Bonds of the Issuer's election in accordance with Condition 4 of the Notes and Condition 4 of the Bonds that all Notes and Bonds outstanding on 26th March, 1985 will be redeemed on that date.

The Notes will be redeemed at par and the Bonds will be redeemed at 102 per cent of the principal amount thereof.

Interest will cease to accrue on all outstanding Notes and Bonds on 26th March, 1985.

**S.G. Warburg & Co. Ltd.**  
Principal Paying and Conversion Agent

21st February, 1985

FIVE ARROWS LIMITED

NOTICE IS HEREBY GIVEN that the Extraordinary General Meeting of Five Arrows Limited will be held at 14 St James's Place, London SW1A 1LH on Friday, 23rd March, 1985 at 11.00 a.m. for the purpose of considering and, if thought fit, passing the following Resolution:

RESOLUTION  
That approval be hereby given by this Extraordinary General Meeting of Five Arrows Limited to the issue of 1,000,000 new shares in a new company to be formed by the Issuer and the Issuer's shareholders, to be known as Five Arrows (Holdings) Ltd. The new company will be a holding company for the Issuer and its shareholders.

Dated 19th February, 1985.

By Order of the Board  
E. P. M. NICHOLAS  
Secretary

Registered Office  
5 St Martin's-le-Grand,  
London EC1A 4SP.

NOTE: A member entitled to attend and vote at the meeting convened by this Resolution is entitled to appoint another person to vote in his/her stead. A proxy need not be a member of the Issuer.

Holders of Shares Warranted to Bear on or before the date of the Extraordinary General Meeting of Five Arrows Limited to attend the meeting convened by this Resolution are entitled to receive notice of the meeting and to receive a copy of the notice of the meeting and the notice of the Extraordinary General Meeting of Five Arrows Limited to attend the meeting convened by this Resolution.

Securities Department  
Five Arrows Ltd.  
49 Beech Street  
London EC2P 4LX

No person, as a holder of shares, is entitled to attend or vote at the meeting convened by this Resolution, unless he or his proxy or attorney, in the case of a holder of shares, or his attorney, in the case of a holder of a warrant, is entitled to attend and vote in his/her stead.

Warrant holders are entitled to attend and vote at the meeting convened by this Resolution, unless he or his attorney, in the case of a holder of a warrant, is entitled to attend and vote in his/her stead.

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This announcement appears as a matter of record only.



## Marubeni Corporation

Can.\$200,000,000  
11 per cent. Guaranteed Notes 1992

Unconditionally and irrevocably guaranteed  
by

The Fuji Bank, Limited

Issue Price 100.50 per cent.

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February, 1985.

# FIRST CITY. REACHING FURTHER, DOING MORE IN TEXAS BANKING.

OUR STRENGTH AND STATEWIDE NETWORK  
MAKE US ONE OF THE STATE'S FINANCIAL LEADERS.

As a major financial institution in Texas and the Southwest, First City has a long-term commitment to maintaining its leadership role. And we have the resources to back that commitment.

As First City National Bank of Houston, we are the lead bank of First City Bancorporation of Texas,

a bank holding company with more than \$17 billion in total assets. And we're also part of a growing statewide network of more than 60 banks. That gives us insight into markets all across Texas. With these statewide connections and our financial strength, we have continued to be a leader in

helping further business and industry in Texas.

And with a keen perception of markets around the world and offices in key markets, First City is committed to helping you participate not only in Texas growth, but in regional and international growth as well.

FIRST CITY NATIONAL BANK OF HOUSTON	
Financial Position (in Thousands)	
December 31, 1984	
Total assets	\$9,458,450
Loans	6,017,169
Deposits	6,060,855
Shareholder's equity	466,619

FIRST CITY BANCORPORATION OF TEXAS, INC.	
Financial Position (in Thousands)	
December 31, 1984	
Total assets	\$17,318,567
Loans	11,488,103
Deposits	13,032,828
Shareholder's equity	978,505

**FIRST CITY.**  
First City National Bank of Houston  
Reaching further. Doing more.  
MEMBER FDIC © 1985 FCBO

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## UK COMPANY NEWS

### Dee increases pressure on Booker with forecast

BY ALEXANDER NICOLL

Dee Corporation, the super-markets group headed by Mr Alec Monk, yesterday forecast doubled pre-tax profits for the year ending April 27 1985 and argued that the stock market had under-rated Dee's shares while over-pricing those of its bid target, Booker McConnell.

In a letter to Dee shareholders sent in advance of the formal offer document, Mr Monk offered an explanation of the rationale, timing and terms of the bid for Booker, and of Dee's recent sale of a fifth of its 18.8 per cent stake in the food distribution and agribusiness group.

S. G. Warburg, the merchant bank advisor to Booker, said that letter contained "no surprise," and described it as a "so far

unsuccessful attempt to give credit to an unrealistic bid by taking up the price of Dee shares."

Dee's shares rose 7p yesterday to 250p, valuing its all-share offer at 256p per Booker share.

The target's shares rose 4p to 245p, valuing the company at £314m.

Mr Monk's letter to shareholders in the previous financial year. He said earnings per share would be 14.8p against 10.75p, and forecast a final dividend of 3.5p (3p) making a total for the year of 5.75p (4.75p).

Profits of International Stores, acquired from BAT Industries last year and now being integrated into Dee's Gateway chain, are expected to be higher than

those warranted by BAT, and International's accumulated tax losses are estimated well above the £25m previously given.

Dee's share price, Mr Monk said, did not reflect its track record or prospects.

"In our view, Booker McConnell shares have been trading at levels which are not justified by the underlying trading performance of the company and it is not wise to invest further in the shares at this stage," he said.

Dee pitched its offer around the prevailing book market price, Mr Monk said, because it was only prepared to pay a "sensible" price. "We are not interested in a Pyrrhic victory."

### Vote blocks Guinness Peat plan

BY DAVID LASCELLES, BANKING CORRESPONDENT

Mr Alastair Morton, chief executive of Guinness Peat Group, suffered a setback to his plans to reshape the financial services company yesterday when his proposal to change its name was voted down.

At a special shareholders' meeting, the interests of Lord Kissin, the group's estranged founder, mustered a blocking vote. Because this was a change in the company's articles of association, Mr Morton needed 75 per cent of the votes cast — but obtained only 57.5 per cent.

The opposing votes were cast

by a firm of solicitors representing Lord Kissin and ICG Chemie-Han dels mbH, a German company allied with the Kissin family.

Mr Morton had wanted to change the name to Guinness Mahon Group to emphasise its banking character. Guinness Mahon is the group's merchant banking subsidiary. GPG's board later said it "deplored" the negative attitude of the opponents of the name change.

The vote does, however, suggest that the Kissins will not be able to block next month's

vote on GPG's plan to buy a 26 per cent stake in Brizamia Arrow, the investment and banking concern. That requires only a 50 per cent vote in favour.

Lord Graham, GPG's chairman, told shareholders that the company's current year had begun well and that the prospects were good. He forecast an increase of 25 per cent in the dividend.

GPG has also said that its 5 per cent stake in Lewis and Peat, the Kissin-owned commodities group that was once part of GPG, is for sale.

It is intervene with its bid on January 16 to upset Dunlop's attempt to restructure its finances. This followed a "dawn raid" on Dunlop's preference shares which gave BTR a 26 per cent stake — enough to block the refinancing package.

Dunlop responded with an announcement that the package would be modified to avoid the need for approval from preference shareholders.

Last Tuesday, Dunlop announced the broad outline of this modified package, which has been converted into a straight rights issue. This will allow existing shareholders who can afford to take up shares to avoid any dilution of their holding.

### Dunlop battle to start in earnest

TODAY'S FIRST deadline for shareholders to accept BTR's £250m takeover bid has passed. At the end of yesterday, the two companies are in a race to the finish to signal the start of a battle with the two sides in earnest.

Dunlop's share price has remained consistently well above the level of the BTR offer and few, if any, shareholders are expected to accept.

The passing of the first closing date of the bid is widely expected to trigger a higher offer from BTR, a broadly-based Anglo-German industrialised by Sir Owen Green. Both companies yesterday agreed, however, to be

waiting for the other to move first. Dunlop said it was waiting for a higher offer from BTR before revealing any information about its performance in 1984 or prospects for 1985.

Morgan Grenfell, the merchant bank which is advising BTR, said BTR would not increase its offer until it had some figures from Dunlop on which to base its calculations.

Dunlop's shares were unchanged at 44p yesterday while BTR fell 3p to 64p. At the price of BTR's offer of 26 per cent of the shares for every 50p Dunlop is worth 21.7p per Dunlop share with a cash alternative of 20p per share.

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As with its previous request for a meeting, however, the overture was rejected by Mr Jim Lindars, managing director of Petrolux. "They have to put a realistic bid on the table first," he said.

The market passed judgment on the bid three weeks ago, and I just wish they would stop wasting our time."

Petrolux shares closed unchanged yesterday at 66p. 8p ahead of the price of the all-cash offer and 18p higher than its level before Clyde unveiled its bid at the end of last month.

Clyde's offer document, produced yesterday, shows that the 20.5 per cent premium on the pro-bid price for Petrolux which it points out had fallen sharply from the 48p placing price last May.

Mr Lindars said a defence document could be expected by next week. Closing date for the offer is March 13.

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WALL STREET

**Volcker finds cool response**

MR PAUL VOLCKER, Chairman of the Federal Reserve Board, upset Wall Street's credit markets yesterday by confirming to the Senate Banking Committee that the Fed is no longer encouraging declines in short-term interest rates, although he stressed that this was "not the equivalent of tightening," writes *Terri Byland in New York*.

The stock market tried to brush aside a rise in rates through the debt markets but had difficulty sustaining an attempt to resume its upward trend. Stock prices ended firmer despite a weak close in bonds, where losses ranged to a full point.

Rates moved higher at both ends of the credit sector despite the Fed's announcement of another bond of overnight system repurchases, as well as purchases of all bill maturities.

The weakness in bonds made for a poor start in equities, but stocks bounced higher at mid-session as institutional selling abated. Turnover picked up again and increased block trading indicated the presence of the major institutions.

The market was more than eight Dow points higher at one time, but gains melted away as profit-takers reappeared.

The Dow Jones industrial average ended a net 2.54 points higher at 1,283.13. A total of 118.8m shares were traded.

A major boost to the Dow average came from a jump of 2.2% to \$134.9 in IBM, which predicted 30 per cent growth in shipments this year and "even stronger" earnings and revenue growth in 1986, thus repairing some of the damage done by the recent warning of the effects on profits of the strong dollar.

Trading results from Hewlett-Packard encouraged enthusiasm in computer issues. At \$37.7, Hewlett gained \$1.4. National Semiconductor put on \$1.4 to \$13.4.

The most active stock was again Stauffer Chemical, \$2.71 against the \$2.6 a share offer from Chesbrough-Pond's, which added 5% to \$3.4.

Other active bid features included Philips Petroleum, although the price was unchanged at \$47 as Wall Street scrutinised the list of financial backers posted with the Securities and Exchange Commission by Mr Carl Icahn in his bid to overthrow the board's defensive restructuring. Disclosure that Mr T. Boone Pickens has increasing his stake to 8.5 per cent of the equity brought a swift recovery in Unocal stock, which jumped \$1.4 to \$41.

Early losses in bank stocks reflected nervousness that this sector is vulnerable if short-term interest rates are about to rise. This could reverse the seen last year when banks held primes steady as falling money market rates lowered their cost of funding.

Citicorp, still thrusting strongly into consumer lending which is vulnerable to

money market rates, dipped \$1.4 to \$43.4. Chase Manhattan shed 5% to \$52.4, Chemical Bank of New York \$1.4 to \$39.4 and Bankers Trust \$1.4 to \$62.4.

Among the defence issues, Northrop, \$1.4 higher at \$43.4, continued to respond to results. A gain of 3% to \$64.4 in Boeing reflected the recovery in orders from the civil aerospace industry.

Mr Volcker commenced his testimony to the Senate before Wall Street opened for business and the immediate reaction came from the money markets where rates added as much as 10 basis points, despite the Fed's actions to aid liquidity at both ends of the market.

Federal funds remained at 8% per cent, the level at which the Fed disclosed its system repurchases. The bond market followed suit, with falls which were extended to half a point.

The bearish response from the credit markets contrasted with Mr Volcker's assurance that the Fed is not tightening policies at present and with the open market actions taken by the board to calm market nervousness.

Credit market analysis continued to believe that the Fed may tighten its grip towards mid-year if money supply continues to rise. The Fed raised its sights yesterday for acceptable growth in M2 and M3 money supply, although leaving the M1 target unchanged.

Treasury bills softened only a shade after the Fed's offer to buy bills and rates remained high ahead of the auction of two year Treasury issues. At 8.22 per cent and 8.33 per cent, three month bills added nine basis points and six months 10 basis points respectively.

Retail interest was thin in the bond market, but prices remained flat at their opening levels, which showed falls of half a point or so.

LONDON

**Selective demand persists**

ACTIVITY was generally low in London but a firm tone remained throughout the morning, reflecting continued support for companies known to have international earnings potential.

The selective buying of blue chip industrials often uncovered stock shortages and prices responded readily in thin trading.

Trafalgar House, however, slipped 10p to 350p on the surprise announcement of fund raising and a takeover bid for Hadrian. Engineering stocks in general benefited from revived speculative activity as investors attempted to pin point the next bid candidate.

At mid afternoon the FT ordinary share index was 10.8 points higher, but first reports of comments from Mr Paul Volcker, Federal Reserve Board chairman to the U.S. Senate pulled prices back. The index closed only 3.8 higher at 981.3.

Government securities of both conventional and index-linked nature moved in similar fashion, shedding early gains ranging to 1/2 and settling only slightly better on the session.

*Chief price changes, Page 40; Details, Page 41; Share information service, Pages 42-43*

AUSTRALIA

THE AUSTRALIAN dollar's fall to a record low against the U.S. dollar provided further encouragement for international buying in Sydney, with mineral exporters receiving most support.

The Australian dollar has fallen 6 cents during the past two days and 25 per cent since it was allowed to float against the U.S. dollar in December last year, strengthening the position of local mineral producers in world markets.

Gold stocks were the focus of attention with the gold index 31.8 points higher at 674.2. Among the improvers GMK rose 40 cents to A\$5.90. Placer 50 cents to A\$25.50 and Aberfoyle 20 cents to A\$9.20.

Diversified resource stocks were also strongly backed. Market leader BHP added 10 cents to A\$5.30, North Broken Hill 5 cents to A\$2.30 and CRA 10 cents to A\$5.60.

Buying emerged from the opening of trading, and the All-Ordinaries index moved through the 800 mark to 801.5, before easing to finish up 3.5 at 798.9.

Industrial issues failed to enjoy the same level of support, and while generally firm, price movements were marginal. Banks moved against the trend and closed easier, with National Australia down 2 cents to A\$3.60 and ANZ off 1 cent to A\$4.65.

SOUTH AFRICA

GOLD STOCKS closed mixed after a quiet, directionless Johannesburg session. The slight support that appeared came from investors nervous about the continued weakness in the rand.

Among leading gold issues South African slipped 5 cents to R74.50 while Driefontein firmed 73 cents to R48.75 and Buffels 50 cents to R68.

Mining and mining financial companies followed the course set by the gold sector. De Beers eased 5 cents to R9.05.

Industrials were barely changed on the previous day amid minimal investor interest.

## SECTION III - INTERNATIONAL MARKETS

# FINANCIAL TIMES

Thursday February 21 1985

EdF's \$300m floater adds new twist to Euromarket, Page 48

TOKYO

**Shelter is taken on sidelines**

INVESTORS remained on the sidelines in Tokyo yesterday after the unexpected overnight decline on Wall Street, writes *Shigeo Nishiwaki of Jiji Press*.

Some blue chips and incentive-backed stocks - those of companies thought to have strong business prospects - were selected in the absence of factors encouraging buying. Biotechnology-related stocks rallied for the first time in several sessions.

The Nikkei-Dow market average shed 4.2 to 12,152.37 on a volume of 294,456 shares against Tuesday's 287,946. Losses outpaced gains by 382 to 345, with 189 issues unchanged.

The dealing divisions of major brokerage houses had bought some blue chips on Tuesday in anticipation of a rise in the Dow Industrial Average in New York and that had pepped up the market. But the decline on Wall Street, together with a record margin buying balance in Tokyo at the end of last week and the yen's continued weakness, cooled investor interest and strengthened selling pressure.

As a result, investors sought immediate capital gains on limited investment, buying and selling stocks rapidly to take

advantage of the new monthly trading account.

Particularly strong demand for Avions Dassault was attributed to market speculation that the company may be nearing a major arms contract with Saudi Arabia. The share added FF 108 to a high for the year of FF 1,115.

Milan resumed its upward trend after overcoming the uncertainties and profit taking of the previous session. The Banc Commerciale index scored a 1.3 rise to a record 288.71.

Olivetti added L100 to L7,060 at

least 49.5 per cent of Acorn, the troubled UK computer company.

Brussels continued its advance, taking the stock exchange index through the 2,200 level for the first time since its introduction in January. The index added 22.49 to 2,201.04.

Market leader Petrofina rose BFr 130 to BFr 7,050 in heavy trading.

Shares ended mostly steady in quiet Zurich trading, although Nestle fell SwFr 90 to SwFr 6,350 on profit-taking.

In the banking sector, Credit Suisse put on SwFr 20 to SwFr 2,410 ahead of 1984 results, due today.

Bonds ended mixed to slightly higher in reaction to recent losses.

Stockholm was mixed with Asea down Skr 10 to Skr 350, ahead of today's results and Astra also shed Skr 10 to Skr 400 ahead of results due on Friday.

Madrid ended lower but Valencia continued on its record setting way with the Credit Aktionen index up 1.8 at 66.98.

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CANADA

BUYERS TOOK the upper hand after a weak opening in Toronto. Turnover was again high but price movements were generally small, with several leading issues turning losses into gains as the market's mood improved.

Ford Canada rose a further C\$3 to

trade at C\$149 in a continued reaction to

news of a higher annual dividend. Fathom, subject to a bid from Fleet, added 40 cents to C\$4 in active business after rising C\$1.45 to C\$4 on Tuesday.

The market portfolio index in Montréal was marginally higher in busy trading.

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The loan's terms - an 8 per cent coupon for 10-year bonds - were in line with market expectations but some dealers were slightly disappointed by the timing of the issue.

Among the major companies, only Royal Dutch declined, down 50 cents to

F1 205.40 under profit-taking. However, strong U.S. demand took Akzo up F1 to

F1 107.60.

Price changes were, however, small with late profit-taking paring the benefits of earlier gains. Many investors also stayed on the sidelines, awaiting the outcome of the new state loan tender.

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## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

# Kidder, Peabody International Limited

## International Investment Bankers

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# Kidder, Peabody & Co. Incorporated

*Founded 1865*

New York • London • Paris • Geneva • Zurich • Hong Kong • Tokyo

**Continued on Page 37**

## **AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES**

12 Month High	Stock	Div. Yld.	P/ Ss	Chg's			12 Month High	Stock	Div. Yld.	P/ Ss	Chg's			12 Month High	Stock	Div. Yld.	P/ Ss	Chg's			12 Month High	Stock	Div. Yld.	P/ Ss	Chg's											
				Prev	Close	Price					Prev	Close	Price					Prev	Close	Price	Prev	Close			Price											
ADL	ADL	0.15	19	114	85	56	54	-4	19	112	82	52	54	-4	44.88	17	552	174	54	52	54	44.88	17	552	174	54	52	54	44.88	17	552	174	54			
ADM	ADM	0.12	20	117	11	2	2	-4	112	51	24	24	24	-4	9.15	10	117	85	24	24	24	9.15	10	117	85	24	24	24	9.15	10	117	85	24			
ADMCP	ADMCP	0.12	14	443	123	55	55	-4	111	115	105	105	105	-4	88.28	10	2	174	85	24	24	24	88.28	10	2	174	85	24	24	24	88.28	10	2	174	85	24
AMC	AMC	0.12	14	443	123	55	55	-4	111	115	105	105	105	-4	51.50	11	117	85	24	24	24	51.50	11	117	85	24	24	24	51.50	11	117	85	24			
ATTPl	ATTPl	0.52	71	102	24	24	24	-4	112	115	105	105	105	-4	41.40	11	5	189	77	77	77	77	41.40	11	5	189	77	77	77	77	41.40	11	5	189	77	77
ActnePl	ActnePl	0.22	39	12	33	33	33	-4	112	115	105	105	105	-4	1.00	87	77	77	77	77	77	77	1.00	87	77	77	77	77	1.00	87	77	77	77	77		
Action	Action	0.51	41	21	21	21	21	-4	108	88	88	88	88	-4	20.15	12	7	174	85	24	24	24	20.15	12	7	174	85	24	24	24	20.15	12	7	174	85	24
ActnPl	ActnPl	0.14	15	5	7	17	17	-4	108	88	88	88	88	-4	28.13	12	2	174	85	24	24	24	28.13	12	2	174	85	24	24	24	28.13	12	2	174	85	24
Actv	Actv	0.5	5	5	5	5	5	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
Alco	Alco	0.15	18	18	18	18	18	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
Alm	Alm	0.15	18	18	18	18	18	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AlmTr	AlmTr	0.15	18	18	18	18	18	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
Alphn	Alphn	0.15	18	18	18	18	18	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AltCo	AltCo	0.20	12	12	12	12	12	-4	108	88	88	88	88	-4	20.12	12	12	12	12	12	12	12	20.12	12	12	12	12	12	20.12	12	12	12	12	12		
Amast	Amast	0.08	21	21	21	21	21	-4	108	88	88	88	88	-4	20.12	12	21	21	21	21	21	21	20.12	12	21	21	21	21	20.12	12	21	21	21	21		
AmEn	AmEn	0.08	18	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmCap	AmCap	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11	11	11	11	11		
AmEn	AmEn	0.16	22	22	22	22	22	-4	108	88	88	88	88	-4	1.43	11	11	11	11	11	11	11	1.43	11	11	11	11	11	1.43	11						

**Continued on Page 38**

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

**Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise stated, market price is per share.**

- a-dividend also extra(s). b-annual rate of dividend plus stock dividend. c-liquidating dividend. d-new yearly low. e-dividend declared or paid in preceding 12 months. g-dividend in Canadian funds, subject to 15% non-residence tax. i-dividend declared after split-up or stock dividend. j-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting. k-dividend declared or paid this year, an accumulative issue with dividends in arrears. n-new issue in the past 52 weeks. The high-low range begins with the start of trading. nd-next day delivery. P/E-price-earnings ratio. r-dividend declared or paid in preceding 12 months, plus stock dividend. s-stock split. Dividends begin with date of split. sas-sales, t-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u-new yearly high. v-trading history. w-in bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed by such companies. wd-when distributed. wl-when issued. lw-with warrants. x-ex-dividend or ex-rights. xds-ex-distribution. z-without warrants. y-ex-dividend and sales in full. yd-yield.

## WORLD STOCK MARKETS

AUSTRIA		GERMANY		NORWAY		AUSTRALIA (continued)		JAPAN (continued)		
Feb. 20	Price Sch <sup>h</sup>	Feb. 20	Price Dm.	Feb. 20	Price Kroner	Feb. 20	Price Aust. \$	Feb. 20	Price Yen	
Creditanstalt	234	+1	AEG-Telef.	113	+6	Gen Prop Trul.	2.25	-0.02	MHI	347
Gasoco	425	+13	Allianz Vers.	1,058	-4	Hardic (James)	3.25	+0.05	Mitsui Co.	580
Interbau	480	-20	BASF	194.5	+1.5	Hartogen Energy	2.45	+0.05	Mitsui Estate	645
Laendsbank	223	+2	Bayer	901	+1.0	Harald WyTimes	4.1	-0.05	Mitsukoshi	424
rimooser	355	+8	Bayer-Hypo	517.5	+1.5	IGI Aust.	2.04	-0.01	NGK Insulators	966
Steyr-Daimler	156	-	Bayer-Verein	326	-2	Jimbrariana F.P.	0.8	+0.02	Hihon Comsnt.	917
Vertachor Mag.	380	-18	BMW	270	-	Ki Oro Gold	0.14	+0.01	Hippon Denso	1,410
			Brown Boveri	385.8	+0.5	Lend Lease	6.0	-	Hippon Elect.	1,190
			Commerzbank	211.5	-1.5	MM	2.68	+0.01	Hippon Express	333
			Conti. Gummi	169	+1.7	Mayne Nickless	3.35	-0.01	Hippon Gakki	2,230
			Osmier-Benz	122.8	-0.4	Myer Emporium	1.9	-	Hippon Hoken	134
			Odegass	659	-1	Hat. Aust. Bank.	3.6	-0.02	Nippon Oil	830
				358	-	Nsiva	19.85	+0.1	Nippon Seiko	645
						Nicholas Kiwi	1.85	-	Hippon Shimpian	650
						Horth Skn Hill	2.8	+0.05	Hippon Steel	148
						Oakbridge	0.70	-	Hippon Sulian	831
						Pantcont	1.28	+0.1	NTV	12,940
						Pioneer Conc.	1.69	+0.01	Nippon Yusen	238
						Poseidon	3.15	+0.15	Nissan Motor	603
						Quensland Coal	1.42	+0.05	Nishin Flour	451
						Reckitt & Col.	8.55	-	Nishin Steel	168
						Repo	1.16	-	Hornura	941
						Santos	5.6	-	Olympus	1,430
						Smith (Howard)	3.65	+0.05	Orient Leasing	3,050
						Thoe, Natwida.	2.08	-	Pioneer	3,000
						Tooth	5.8	-0.05	Renown	660
						Vampas	3.55	-0.03	Ricoh	832
						Western Mining	0.87	+0.14	Sanyo	1,090
						Westpac Bank	8.55	-	Sapporo	482
						Woodside Petrol.	0.87	-	Sekido Prefab	408
						Woolworths	8.55	-0.02	Seven-Eleven	8,550
						Wormald Int'l.	5.5	-0.02	Shinagawa	840
									Shimadzu	705
									Shionogi	8
									Shiseido	1,040
									Sony	4,390
									Stanley	860
									Stromo Bank	1,720
									Stromo Elect.	925
									Stromo Marine	586
									Stromo Metal	145
									Taihei Densyo	460
									Taihei Corp.	128
									Taihei Pharm.	1,110
									Takeda	825
									TDK	6,590
									Teljin	440
									Telkoku	635
									Tokyo Marine	747
									TBS	826
									Tokyo Elect Pwr	1,530
									Tokyo Gas	165
									Tokyo Sanyo	720
									Tokyo Style	725
									Tokyo Corp.	510
									Togpan Print	873
									Tosay	426
									Toshiba Elect.	430
									TOTO	667
									Toyo Seikan	888
									Toyota Motor	1,350
									Victor	1,150
									Wacoal	710
									Yamaha	741
									Yemnouchi	3,000
									Yamazaki	956
									Yasuda Fire	366
									Yokogawa Edge	430
DENMARK		ITALY		SWITZERLAND		JAPAN		SINGAPORE		
Feb. 20	Price Knr Z	Feb. 20	Price Lira	Feb. 20	Price Fr.	Feb. 20	Price Yen	Feb. 18	Price \$	
Andelsbanken	266	-4	Banca Com'le	20,600	-	Ajinomoto	1,090	-10	Boustead Hldgs.	1.7
Baltic Skand	605	-5	Bastioli IRBS	199	-	Alps Electric	2,280	+50	Cold Storage	2.68
CogHandelsbank	290	-5	Centrale	3,249	-	Amada	1,240	+20	OBG	5.85
O. Sukkerfab	550	-	Credito Varesino	4,800	-	Asahi Chem.	659	-5	Genting	5.45
Danske Bank	269	-4	El-Invest	8,925	-	Asahi Glass	873	-2	Haw Par, Bros.	9.27
De Danske Luft	1,250	+3	Fiat	2,770	-	Bridgestone	620	-3	Hong Leong Fin.	2.53
East Asiatic	162	-	Finsider	59	-	Casio Comp.	1,890	+60	Hupel Shipyard	1.69
Forslands Brygg.	830	-5	General Assicur.	43,950	-	Citizen	594	-1	Malay Banking	5
Fornedre Diamo	89	-2	Italcementi	83,900	-	Dai Nippon Ptg.	1,020	+10	Malay Ind. Ind.	2.28
GNT Hldg	415	-	La Rinascita	665	-	Daiwa House	547	-10	Mulit Purpose	1
I.S.S.B.	567	-	Montedison	1,585	-	Ebara	387	+80	OCBC	9.15
Jyske Bank	550	-	Olivetti	7,060	-	Fanuc	15,470	+220	OOB	3.99
Novo Ind.	1,775	-5	Pirelli Co.	4,555	-	Fuji Bank	1,490	+10	Public Bank	1.97
Privatbanken	233	-5	Pirelli Spa	2,340	-	Fujikawa	1,050	+10	Sumo Derby	1.91
Provinbanken	265	-	Snia BPD	2,940	-	Green Cross	1,700	+10	Singapore Press	5.50
Smith (FI)	295	-	Toro Assic.	16,501	-	Hasegawa	356	-	Strata Trdg	4.5
Sophus Berend	955	-	do. Pts.	12,501	-	Hilux Real Est.	614	+18	Tel Lee BK	2.75
Superfos	467	-				Hitchachi Credit	1,050	-	UOB	4.46
						Honda	1,450	-		
						Hoya	585	-		
						Itoh (CI)	2,460	+60		
						Itoh, Yoko	325	-		
						Iwatsu	2,570	-30		
						JACCS	1,140	+10		
						JAI	5,090	-10		
						Japan	713	-1		
						Kajima	272	+2		
						Kao Soep	817	-		
						Kashiyama	608	+2		
						Kirin	570	+7		
						Kokuryo	917	+1		
						Komatsu	445	+1		
						Konishiroku	713	+1		
						Kubota	321	+1		
						Kumagai	612	-3		
						Kyoto Ceramic	6,400	-280		
						Lancom	455	-		
						Mitsubishi Milling	1,450	-10		
						Mitsukoshi	1,140	-20		
						Mitulani	308	+8		
						Marudai	554	+3		
						Maruhi	1,010	-		
						MEI	1,600	-		
						Mita Elec Works	650	-5		
						M'ta Elec Works	1,470	-		
						M'bishi Bank	619	-2		
						M'bishi Elec.	367	-2		
						M'bishi Fin.	948	-7		

NOTES — Prices on this page are as quoted on the individual exchanges and are last traded prices. <sup>o</sup> Dealings suspended. <sup>xd</sup> Ex dividend. <sup>xc</sup> Ex stock issue. <sup>xe</sup> Ex rights. <sup>xa</sup> Ex all.

NOTES -- Prices on this page are as quoted on the individual exchanges and are last traded prices. \$ Dealing suspended. xd Ex dividend. xc Ex scrip issue. xr Ex rights. xs Ex all.

**CANADA**

## AMERICAN STOCK EXCHANGE CLOSING PRICES

12 Month High	Low	Stock	Div.	Yld.	P/	Sls	Chg'	12 Month High	Low	Stock	Div.	Yld.	P/	Sls	Chg'	12 Month High	Low	Stock	Div.	Yld.	P/	Sls	Chg'					
High	Low	Stock	Bw.	Yld.	E	100s	High	Low	Close	Prev.	Stock	Bw.	Yld.	E	100s	High	Low	Close	Prev.	Stock	Bw.	Yld.	P/	Sls	Chg'			
<b>Continued from Page 37</b>																												
42	12	Redlaw	62	40	11	27	152	41	45	-14	Schell	56	25	12	6	222	224	224	+ 4	Spectro	34	5	13	55	28	28	+ 2	
172	102	Reggill	20	18	35	35	152	35	35	-102	SchoellP	44	8	8	25	22	22	-1	SpedOP	5	5	5	5	5	5	+ 2		
471	275	ResArt	21	19	103	45	45	40	30	-17	Schweb	48	3	17	94	79	79	-1	Spencer	24	24	19	55	7	7	+ 2		
302	302	ResArtB	11	9	43	41	41	40	30	-17	Schmidt	10	14	13	70	59	59	-1	Stihl	55	11	80	21	73	71	+ 2		
51	34	RestAss	20	17	17	52	115	115	115	-15	Seeger	36	3	12	92	80	80	-1	StihlPrd	50	34	17	55	11	11	+ 2		
18	14	RestCr	5	5	32	1	10	174	174	174	-17	Schorin	154	11	11	137	125	125	-1	StihlShr	270	39	11	23	107	107	+ 2	
41	14	RestTC	5	5	32	2	2	52	52	52	-17	StidCo	50	9	7	4	52	53	53	-1	Stiles	65	25	13	65	55	55	+ 2
182	202	RepAl	8	55	32	6	10	174	174	174	-17	StidCo	108	11	9	200	116	116	-1	Stiles	55	13	13	55	25	25	+ 2	
41	202	ReoDr	5	52	22	20	23	24	24	-10	StidCo	74	3	3	69	74	74	-1	Stiles	20	25	31	55	21	21	+ 2		
255	175	Rogers	12	4	15	23	304	304	304	-10	Stimach	58	15	15	58	58	58	-1	SumEm	55	13	13	55	13	13	+ 2		
314	202	RoopC	5	5	34	43	43	43	43	-17	Stimach	44	5	11	10	3	14	14	-1	SumEm	55	13	13	55	13	13	+ 2	
21	21	RoyPm	56	20	10	3	25	27	27	-17	Servo	58	10	10	10	10	10	-1	SunCity	55	14	7	14	14	14	+ 2		
295	224	Rudick	56	21	21	21	267	267	267	-17	Servot	42	7	4	74	55	55	-1	SunSul	11	18	14	55	15	15	+ 2		
154	114	RBW	30	12	11	118	118	118	-17	ShearS	8	12	7	12	11	11	-1	SunSul	24	35	14	55	15	15	+ 2			
226	104	Russell	50	22	34	223	223	223	-23	Sharon	184	75	75	184	75	75	-1	SunSul	49	28	13	55	15	15	+ 2			
<b>S - S - S</b>																												
67	57	SFM	5	5	19	19	56	56	56	-17	Shopel	180	12	62	62	62	62	-1	SuprD	45	17	12	55	15	15	+ 2		
5	5	SMD	5	5	20	20	20	20	20	-17	Silco	20	20	25	25	5	7	-1	SuprDre	35	4	15	55	15	15	+ 2		
6	5	SPWCo	24	24	24	24	24	24	24	-17	SilcoA	20	15	16	110	125	125	-1	SuprSr	35	25	10	55	15	15	+ 2		
134	134	Sage	30	3	4	12	12	12	12	-17	Starcet	5	4	4	4	4	4	-1	SuprSr	7	12	7	12	12	12	+ 2		
72	72	Salom	50	40	10	10	15	15	15	-17	Senna	48	29	17	17	17	17	-1	Swain	55	11	11	55	11	11	+ 2		
31	62	SC-Cd	51	50	12	6	74	74	74	-17	SmithB	48	30	15	15	15	15	-1	Swain	120	48	11	55	11	11	+ 2		
72	52	SDgo	51	51	13	54	54	54	54	-17	Snyder	2	13	12	305	152	152	-1	Symby	15	7	20	45	20	20	+ 2		
31	52	SDgo	52	52	12	3	22	22	22	-17	Solomon	356	32	1	175	105	105	-1	Symby	15	7	20	45	20	20	+ 2		
35	35	SDgo	28	53	9	15	58	58	58	-17	SonCap	517	02	11	18	18	18	-1	T - T - T	51	57	23	55	11	11	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	05	11	5	55	55	-1	TEC	10	9	14	55	15	15	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	08	12	5	55	55	-1	TEC	55	15	15	55	15	15	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	11	18	5	55	55	-1	TEC	55	15	15	55	15	15	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	15	11	5	55	55	-1	TEC	55	15	15	55	15	15	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	18	11	5	55	55	-1	TEC	55	15	15	55	15	15	+ 2		
35	35	SDgo	52	52	12	15	54	54	54	-17	SCED	517	21	11	5	55	55	-1	TEC	55	15	15	55	15	15	+ 2		
43	43	Sound	8	15	22	7	5	61	61	61	-17	SCED	517	24	18	5	55	55	-1	Team	40	32	13	55	15	15	+ 2	
65	54	Sound	A	20	30	7	14	42	42	42	-17	SCED	517	27	18	5	55	55	-1	Team	45	25	25	55	15	15	+ 2	
54	54	SpecP	5	5	5	5	5	5	5	-17	SCED	517	30	11	5	55	55	-1	Team	45	25	25	55	15	15	+ 2		

## OVER-THE-COUNTER Nasdaq national market, closing prices

Continued on Page

## NEW YORK STOCK EXCHANGE CLOSING PRICES

NEW YORK STOCK EXCHANGE CLOSING PRICES																							
2 Month		P/		Sis		Chg'e		12 Month		P/		Sis		Chg'e		12 Month		P/		Sis			
High	Low	Stock	Div.	Yld.	E	100s	High	Low	Stock	Div.	Yld.	E	100s	High	Low	Stock	Div.	Yld.	E	100s	High	Low	Stock
<b>Continued from Page 37</b>																							
24. Varco	1.00	Varco	25.5	25.0	15.0	1.0	5.1	3.9	Varco	27.4	20.4	Weyland	1.00	7.3	1	22	22	14.5	5.5	22.5	11.5	Weyland	
30. Veritas	1.00	Veritas	30.5	30.0	25.0	1.0	4.7	3.5	Veritas	10.0	4.4	Weyerhaeuser	2.00	12.0	14	17	16	5.5	5.5	20.0	10.0	Weyerhaeuser	
52. Vicks	1.00	Vicks	40.0	31.0	31.0	1.0	7.1	13	Vicks	25.0	25.0	Wells	2.00	2.0	23	21	20	5.5	5.5	25.0	15.0	Wells	
74. Vendo	1.00	Vendo	40.0	15.0	15.0	1.0	2.6	2.5	Vendo	50.0	30.0	Wells	2.18	4.3	7	7.0	6.5	5.5	5.5	25.0	15.0	Wells	
84. Vestco	1.00	Vestco	12.0	12.0	12.0	1.0	2.5	2.5	Vestco	28.0	13.0	Wells	0.50	10.0	12	25.5	25.0	4.5	4.5	25.0	15.0	Wells	
94. Viscos	1.00	Viscos	42.0	1.1	17	1.0	10.5	3.9	Viscos	27.5	2.5	Wells	0.50	12.0	11	24.5	24.0	4.5	4.5	24.0	14.0	Wells	
95. Viessi	1.00	Viessi	10.0	8.0	8.0	1.0	3.5	3.5	Viessi	26.0	2.5	WestCo	4.00	22.0	11	24.0	23.5	4.5	4.5	23.5	13.5	WestCo	
96. Viessi	1.00	Viessi	9.0	7.5	7.2	1.0	3.5	3.5	Viessi	25.0	2.5	WestCo	2.00	2.5	8	24.0	23.5	4.5	4.5	23.5	13.5	WestCo	
97. Viessi	1.00	Viessi	9.0	7.0	7.0	1.0	3.5	3.5	Viessi	25.0	2.5	WestCo	2.00	2.5	8	24.0	23.5	4.5	4.5	23.5	13.5	WestCo	
147. Vinton	1.00	Vinton	1.00	7.5	7.5	1.0	4.1	2.4	Vinton	20.0	1.0	Wendt	0.50	13.0	11	10.5	10.0	4.5	4.5	10.0	5.0	Wendt	
53. Votan	1.00	Votan	2.00	3.7	1.1	1.0	10.8	5.5	Votan	25.0	2.5	Wendt	0.50	13.0	11	10.5	10.0	4.5	4.5	10.0	5.0	Wendt	
<b>W-W-W</b>																							
202. WCCOR	2.00	WCCOR	2.00	6.4	6.8	2.0	5.7	5.7	WCCOR	27.4	2.4	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
203. Wachovia	1.00	Wachovia	8.0	9.2	2.8	1.0	25.0	25.0	Wachovia	25.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
182. Wacht	1.00	Wacht	8.0	20.0	12.0	1.0	51	51	Wacht	25.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
61. Waconic	1.00	Waconic	1.00	13.0	24	1.0	5.1	5.1	Waconic	25.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
304. Wahr	1.00	Wahr	21.0	3.0	2.0	1.0	47.5	47.5	Wahr	24.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
251. Walgreen	1.00	Walgreen	6.0	1.7	1.0	1.0	40.7	5.0	Walgreen	20.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
155. Walgreen	1.00	Walgreen	9.0	4.0	1.0	1.0	11.0	5.0	Walgreen	20.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
22. Walgreen	1.00	Walgreen	45.0	1.3	1.0	1.0	27.0	25.0	Walgreen	20.0	2.5	Wetherell	0.50	8	5	47.5	47.0	2.5	2.5	47.0	2.5	Wetherell	
17. Wamco	1.00	Wamco	8.0	12.0	3.5	1.0	51.5	21.0	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
28. Wamco	1.00	Wamco	8.0	42.0	12.0	1.0	12.0	12.0	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
147. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.5	27.5	15.0	Wetherell	
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17. Wamco	1.00	Wamco	1.00	4.1	4.1	1.0	13	10.5	Wamco	34.0	3.0	Wetherell	1.00	4.0	2.0	28.0	27.5	5.5	5.				









Financial Times Thursday February 21 1985

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## COMMODITIES AND AGRICULTURE

## Jopling attacks farm price plans

By ANDREW GOWERS

MR MICHAEL JOPLING, Britain's Agriculture Minister, yesterday attacked the European Commission's 1985 farm price proposals, accusing Brussels of a 'failure of nerve' in tackling the EEC's record cereal surplus.

Addressing Agra-Europe's annual outlook conference in London yesterday, Mr Jopling gave a forecast of the impending battle with other Community farm ministers and the Commission over grain, milk, beef, sheepmeat and Mediterranean products. His arguments were immediately disputed by a senior Commission official at the round-table.

The Commission has proposed a net price reduction of 3.6 per cent for cereals, short of the 5 per cent cut automatically triggered by last year's huge harvest under the EEC's so-called 'guarantees threshold' system. It also suggested effectively raising milk prices by 2.5 per cent in compensation for the cut in production caused by dairy quotas.

"I think their nerve failed when they did not propose the full 5 per cent cut in cereals prices required by the guarantee threshold," Mr Jopling said.

"The milk surplus is still so desperate that now is not the time to increase the price," he added.

While acknowledging that the Commission was "on the right lines" in recognising the need to put the Common Agricultural Policy on a more realistic footing, the minister said he was surprised that it had proposed limiting support to British sheep farmers, and warned that he intends to fight hard to

keep variable premium payments to UK beef producers.

Mr Peter Pooley, the Commission's British deputy director-general for agriculture, barely concealed his disdain in response to Mr Jopling.

The proposed cut in cereals

prices, combined with market management measures by the Commission, would prove a "very strong disincentive" to cereal producers. In dairying, a small price rise was justified as it was certain that production of surplus products had fallen sharply and would continue to do so.

Under the impact of quotas, output of butter and skimmed milk powder had dropped by 12 per cent and 20 per cent respectively in 1984, and would fall another 4 per cent and 9 per cent this year, he said.

However, Mr Renato Thomasson, an agricultural economist from Newcastle University, said

the 1985 price proposals would do little to bind the relentless rise in cereal production. The Community would still produce 14m tonnes too much milk even if quota took full effect.

The Commission was playing it very safe indeed," Mr Thomasson said. If ministers were true to past form in banding the proposals, they would end up actually raising support prices by at least 2 per cent.

He calculated that EEC spending on support was rising at an annual rate of 2.5 per cent.

The European Consumer Unit, a think tank of the European Commission, said in its annual report on world agricultural markets, that the EEC's so-called 'guarantees threshold' system. It also suggested effectively raising milk prices by 2.5 per cent in compensation for the cut in production caused by dairy quotas.

"I think their nerve failed when they did not propose the full 5 per cent cut in cereals prices required by the guarantee threshold," Mr Jopling said.

"The milk surplus is still so desperate that now is not the time to increase the price," he added.

While acknowledging that the Commission was "on the right lines" in recognising the need to put the Common Agricultural Policy on a more realistic footing, the minister said he was surprised that it had proposed limiting support to British sheep farmers, and warned that he intends to fight hard to

## Consumer body welcomes proposals

By IVO DAWNAY

THE EEC's main consumer group yesterday broadly welcomed the Commission's farm price proposals, but criticised the decisions to raise prices for meat producers.

The European Bureau of Consumer Unions said it was a serious error to claim the introduction of the punitive supercility on excess milk production justified a rise.

"If maintained, it could be an ominous precedent for using quotas in future years as a pretext for larger increases, and in turn could become a justification for further price rises," the bureau said.

too for making quotas permanent," the bureau said.

It also criticised the Commission's failure to apply the full 5 per cent cut in cereals prices which should have been triggered by the breach of the guaranteed production threshold set last year. Instead the Commission opted for a 2.6 per cent cut.

Its preliminary suggestions include the need to consider direct income aids to some milk farmers as an alternative to price rises, and attention to consumers' demands by emphasising quality above quantity

However, the bureau has embraced Farm Commissioner Frans Andriessen's plan for a major debate on the future of the Common Agricultural Policy. But it insists that all interests groups such as consumers, the food industry, environmentalists and nationalists should be represented.

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## Heavy snow 'will boost Soviet harvest'

By PATRICK COCKBURN IN MOSCOW

THE HEAVIER than normal snowfall in almost all parts of the Soviet Union this year makes a good grain crop more likely, say agricultural specialists.

The snow cover protects the soil from very low temperatures ensuring that the "winter kill" of seedlings is limited. It also provides moisture for the young plants in the early spring thaw.

In the last two years below average snowfall — negligible

in some parts of the country — has helped cut the final grain crop.

The grain harvest last year was only 170m tonnes compared with a target of 240m tonnes. But because of the government's programme to increase food supplies there has been no cut in the cattle or sheep herds to match the shortage of home-grown feed. There was a small fall in the number of pigs.

To meet the shortfall in animal feedstuffs the Soviet Union will import an estimated 47m tonnes of grain in 1984/85 at a cost of \$8.5bn.

It is also trying to increase the output of fodder, of which only 40 per cent is grain, in order to meet livestock needs.

This year's heavy snowfall is not all good news, however. The very low temperatures which have accompanied it will increase the amount of food

needed by the animals.

So far, the snowfall has been limited against weak demand.

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So far, the snowfall

## CURRENCIES MONEY and CAPITAL MARKETS

## FOREIGN EXCHANGES

## FINANCIAL FUTURES

## Volcker speech boosts dollar

Testimony by Mr Paul Volcker, chairman of the U.S. Federal Reserve Board, before the Senate Banking Committee put a stronger plank under the dollar yesterday. The U.S. currency was at its highest level for 13 years against the D-mark, 10 years in terms of the Swiss franc, and record level against the pound and the French franc. Only the Japanese yen was reasonably strong, but still lost some ground to the dollar.

The dollar was already strong, rising to record levels, before Mr Volcker began to speak, but his comments about more cautious U.S. monetary policy, quite limited intervention on the foreign exchanges by the Fed, coupled with expectations of rising inflation and strong economic growth, pushed it up to close at the highest levels of the day.

There was no sign of any intervention by central banks during European trading.

The dollar rose to DM 3.3860 from DM 3.3155; FF 10.1375 from FF 9.9500; SFr 2.8215 from SFr 2.7500; and Yen 126.30 from Yen 125.60. Its index rose to a record 152.7 from 152.1.

Australia's political and economic problems, including a large current account deficit, continued to depress the Austra-

lian dollar. The U.S. dollar rose to A\$1.0630 from A\$1.05775, on wider dealing spreads in nervous trading.

Sterling was steady to firm for against the dollar in 1984-85 to 1.6240 to 1.6080. January average 1.6274. Exchange rate index was steady for most of the day, opening at 104.85, then falling to a peak of 121.7 at noon, before falling to 114.7 at the close from 111.6 at 3 pm. Six months ago the index was 78.5.

Sterling was steady to firm for most of the day, but weakened again sharply in the afternoon.

It finished at a record closing low of \$1.0580, compared with \$1.0595 previously, after holding above \$1.09 until after lunch.

The pound also peaked at another

13-year high of 1.31-1.32, then

fell to 1.29-1.30, then 1.28-1.29.

French francs were steady to firm.

It finished at a record closing

low of 71.15 at noon, before

falling to 71.4 at the close from

71.6 at 3 pm. Six months ago the index was 78.5.

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most of the day, but weakened again sharply in the afternoon.

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71.6 at 3 pm. Six months ago the index was 78.5.

Changes are for Ecu, therefore percentage change denotes a

weak currency. Adjustment calculated by Financial Times.

EMS EUROPEAN CURRENCY UNIT RATES									
	Emu	central	Currency	% change	central	% change	Divergence	limit %	
Belgian Franc ...	64.8008	64.7723	-0.28	-0.21	71.6	71.4	0.00	0.00	
Swiss Franc ...	6.17064	7.94229	-2.16	-1.53	71.6	71.5	0.00	0.00	
French Franc ...	2.24184	2.22338	-0.83	-0.03	21.1475	21.1475	0.00	0.00	
Danish Krone ...	2.52265	2.52163	-0.37	-0.28	21.3608	21.3608	0.00	0.00	
Irish Punt ...	0.72582	0.716043	-1.47	-0.81	21.3271	21.3271	0.00	0.00	
Italian Lira ...	1403.40	1375.56	-1.98	-1.94	4.0470	4.0470	0.00	0.00	

Changes are for Ecu, therefore percentage change denotes a

weak currency. Adjustment calculated by Financial Times.

POUND SPOT-FORWARD AGAINST POUND									
Feb 20	Day's spread	Closes	One month	Three months	12 months	18 months	24 months	30 months	36 months
U.S. Dollars ...	1.0845-1.0890	1.0865-1.0865	0.40-0.44	0.40-0.44	5.08-5.12	1.23-1.23	4.62		
Canads ...	1.0845-1.0890	1.0865-1.0865	0.40-0.44	0.40-0.44	5.08-5.12	1.23-1.23	4.62		
Mathfr ...	4.051-4.112	4.051-4.112	3.58-3.61	3.58-3.61	2.17				
Belgian Franc ...	72.62-73.05	72.62-73.05	22.170	22.170	1.88				
Denmark ...	12.82-12.98	12.82-12.98	4.13-4.19	4.13-4.19	3.82-3.86	1.20-1.20	3.71		
Irish Punt ...	1.0320-1.0365	1.0320-1.0365	0.059-0.133	0.059-0.133	0.41	0.07-0.10	0.31		
W. Ger ...	9.471-9.500	9.471-9.500	2.15-2.25	2.15-2.25	1.71-1.75	0.50-0.55	1.62		
Portugal ...	1.971-2.000	1.971-2.000	2.23-2.25	2.23-2.25	2.17-2.20	0.75-0.80	2.07		
Spain ...	1.955-2.000	1.955-2.000	2.00-2.05	2.00-2.05	1.98-2.00	0.76-0.80	1.97		
Italy ...	10.320-10.329	10.320-10.329	3.25-3.26	3.25-3.26	3.25-3.26	1.00-1.00	3.25		
Norway ...	11.04-11.11	11.04-11.11	1.11-1.12	1.11-1.12	1.11-1.12	0.35-0.36	1.11		
France ...	10.165-10.225	10.165-10.225	1.10-1.12	1.10-1.12	1.09-1.10	0.34-0.35	1.10		
Sweden ...	2.00-2.05	2.00-2.05	1.80-1.85	1.80-1.85	1.78-1.80	0.50-0.55	1.80		
Austria ...	2.00-2.05	2.00-2.05	2.00-2.05	2.00-2.05	1.98-2.00	0.50-0.55	2.00		
Switz ...	3.06-3.075	3.06-3.075	2.95-2.96	2.95-2.96	2.93-2.94	0.75-0.76	2.95		
Belgian Franc ...	72.05-72.15	72.05-72.15	1.84-1.85	1.84-1.85	1.82-1.83	0.50-0.51	1.84		

Eighty-four forward dollar 1.84-1.85c om, 12-month 2.30-2.35c.

Belgian Franc is for convertible francs. Financial Times 72.05-72.15c.

\* Selling rate.

† Correction: Australian dollar rate for February 19 was 1.5735 to 1.5820 against sterling.

DOLLAR SPOT-FORWARD AGAINST DOLLAR									
Feb 20	Day's spread	Closes	One month	Three months	12 months	18 months	24 months	30 months	36 months
U.K. ...	1.0845-1.0890	1.0865-1.0865	0.40-0.44	0.40-0.44	5.08-5.12	1.23-1.23	4.62		
U.S. Dollars ...	1.0845-1.0890	1.0865-1.0865	0.40-0.44	0.40-0.44	5.08-5.12	1.23-1.23	4.62		
Canads ...	1.0845-1.0890	1.0865-1.0865	0.40-0.44	0.40-0.44	5.08-5.12	1.23-1.23	4.62		
Mathfr ...	4.051-4.112	4.051-4.112	3.58-3.61	3.58-3.61	2.17				
Belgian Franc ...	72.62-73.05	72.62-73.05	22.170	22.170	1.88				
Denmark ...	12.82-12.98	12.82-12.98	4.13-4.19	4.13-4.19	3.82-3.86	1.20-1.20	3.71		
Irish Punt ...	1.0320-1.0365	1.0320-1.0365	0.059-0.133	0.059-0.133	0.41	0.07-0.10	0.31		
W. Ger ...	9.471-9.500	9.471-9.500	2.15-2.25	2.15-2.25	1.71-1.75	0.50-0.55	1.62		
Portugal ...	1.971-2.000	1.971-2.000	2.23-2.25	2.23-2.25	2.17-2.20	0.75-0.80	2.07		
Spain ...	1.955-2.000	1.955-2.000	2.00-2.05	2.00-2.05	1.98-2.00	0.76-0.80	1.97		
Italy ...	10.320-10.329	10.320-10.329	3.25-3.26	3.25-3.26	3.25-3.26	1.00-1.00	3.25		
Norway ...	11.04-11.11	11.04-11.11	1.11-1.12	1.11-1.12	1.11-1.12	0.35-0.36	1.11		
France ...	10.165-10.225	10.165-10.225	1.10-1.12	1.10-1.12	1.09-1.				

# SIEMENS

## Information for Siemens shareholders

# High growth rate for international business

Capital investment up 43% – net profit margin at 2.4%

During the first quarter of the current financial year, i.e. from 1 October to 31 December 1984, new orders and sales grew notably faster abroad than in the Federal Republic of

Germany. It was again possible to make a slight increase in the number of employees. Siemens accelerated its rate of investment and improved the net profit margin.

### New orders

New orders went up 5% to £3,617m during the first quarter. If power plant business is excluded, gains were as high as 14%. Two-figure growth was achieved by four operating groups: Communication and Information Systems, Power Engineering and Automation, Components, and Medical Engineering. A decline in power plant contracts was felt mainly in the German domestic market. At £1,688m, new domestic orders were 7% below last year's first quarter level;

however, when power plant business is excluded, there was an increase of 4%. Internationally, Siemens received orders totalling £1,929m or 20% more than a year ago.

	1/10/83 to 31/12/83	1/10/84 to 31/12/84	Change
New orders	3,435	3,617	+ 5%
Domestic business	1,823	1,688	- 7%
International business	1,612	1,929	+20%

### Sales

Worldwide sales rose 4% (excluding power plant business, 7%) to £2,724m in the first quarter. German domestic business reached £1,270m, almost matching the £1,301m of the previous year, at which time a 17% upsurge of first quarter sales was occasioned by the impending expiration of a capital investment grant. International sales increased 9% to £1,454m.

Siemens anticipates relatively strong sales growth for the current financial year as a whole.

	30/9/84	31/12/84	Change
Orders in hand	16,190	17,101	+ 6%
Inventories	5,433	5,898	+ 9%

### Orders in hand

Orders in hand again rose during the first three months, mounting 6% to £17,101m. Inventories were increased 9% to £5,898m.

	30/9/84	31/12/84	Change
Average number of employees in thousands	321	330	+ 3%
Employment costs in £m	1,160	1,257	+ 8%

	1/10/83 to 31/12/83	1/10/84 to 31/12/84	Change
Capital expenditure and investment	103	148	+43%

	1/10/83 to 31/12/83	1/10/84 to 31/12/84	Change
Net income after taxes	54	66	+23%

	in % of sales
Capital expenditure and investment	2.0
Net income after taxes	2.4

In the first three months of the current financial year Siemens invested £148m. This was 43% more than last year. Capital expenditure and investment for the year will run about 50% higher than in 1983/84.

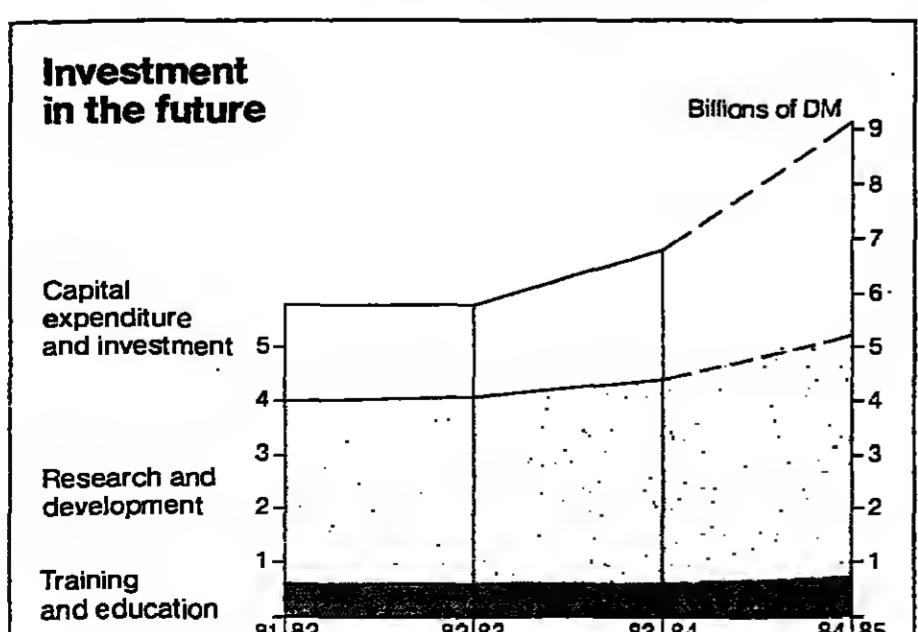
With net income after taxes at £66m, Siemens achieved a first quarter net profit margin of 2.4%, against 2.3% for the total preceding financial year.

\* adjusted for seasonal loss of temporary student employees

### Capital spending and net income

All amounts translated at Frankfurt middle rate on 31/12/84: £1 = DM 3.655.

### Investment in the future



### DM 9 billion for the future

During the current financial year Siemens will spend some DM 9 billion for capital assets – such as plant and equipment for new products, automation systems, and computer centres – as well as for research and development, and the training and continuing education of employees. This is 50% more than just two years ago. The objective of this increased investment in the future is to strengthen further the company's position in world markets, while at the same time ensuring continued growth and employment.

**Siemens AG**  
In Great Britain: Siemens Ltd.

Siemens House, Windmill Road, Sunbury-on-Thames, Middlesex, TW16 7HS

## INT. CAPITAL MARKETS

### EdF's \$300m floating-rate note adds new twist to market

BY MAGGIE URRY IN LONDON

ELECTRICITÉ de France added another new twist to the floating-rate Eurodollar bond market by packaging an issue with warrants to buy a fixed-rate European currency unit-denominated bond.

The \$300m FRN has a 12-year life and pays interest at a rate equal to six-month London interbank bid rate (Libid), refined each month and paid half-yearly. There are 300,000 warrants to convert the notes into a 10 year 9% per cent Ecu bond, converting at an exchange rate to be set on February 28 and at the spot rate less 3 per cent.

Each \$10,000 note comes with 10 warrants and the package is priced at 101.40. But it takes 20 warrants to convert one note into the straight bonds. So if all the warrants are exercised, EdF will be left with \$150m of the FRN plus the equivalent of \$150m in the Ecu bonds.

Investors holding the warrants are looking for a fall in both the dollar exchange rate and Ecu interest rates over the warrants' one-year life. Traders regarded the warrant pricing as somewhat tight and the package was bid just outside the 5% point discount.

The mid-match formula was also

used by Credit Suisse First Boston for a \$200m issue for Canadian Imperial Bank of Commerce. That also has a 20-year maturity but with put options after 10 and 15 years. The interest rate is equal to six month Libor (London interbank mean rate), again fixed monthly. Fees are 24 basis points and the issue traded inside that level at 99.80 bid.

Later in the day, Goldman Sachs

launched the first Eurodollar straight issue of a \$100m deal for Engelhard, the US metal refiner and traders. The straight market is still in poor shape, but at Goldman priced the deal well, at a 11% per cent coupon and 9% issue price for the seven-year maturity. With fees of 1% per cent, the issue yields 48 basic points over U.S. Treasuries – a spread traders regarded as sensible for this single-A name.

The fixed-rate Eurodollar bond

market weakened again yesterday

with prices of longer issues down 1/2 point.

Shorter issues were more resilient.

Samuel Montagu set the terms on

the \$60m 25-year bulldog issue for

Spain at a coupon of 11% per cent

and an issue price of \$4,895 to give a yield of 12.42 per cent. Applications for the issue must be made by 10 a.m. today, with \$30 payable now and the balance on July 12.

### EHF bank bond average

Feb 20 Previous

101.119 101.170

High 103.042 99.936

Low 99.936 99.936

Average price change 10c up 10c

Change in % +0.9% +0.9%

DM 85.956 85.956

SDW 36.374 36.374

TRW Inc 7.94 7.94

United Techs 9.92 9.92

W.R. Grace 35.95 35.95

Average price change 10c up 10c

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